




GEORGES
RIVERCOUNCIL

2016 – 2017 OPERATIONAL PLAN

Annual Review

Action Progress Lights

	Not Updated
	Completed
	In Progress - On Track
	Behind Schedule
	Not Started - On Track
	Significant Delays

STRONGER COUNCILS FRAMEWORK MEASURES

Measure	Target	Quarter 4 result/progress	Annual comment
% of the community satisfied with Council's overall performance improving.	Incremental increase of 14%. (A GRC survey result for September 2016 was 56% with the metropolitan average of 61 %.) Estimate next GRC result of 70% in September 2017.	56% community satisfaction result with Council's overall performance	The NSW Government commissioned a community satisfaction survey of all merged Councils in September 2016. 400 residents were surveyed and Georges River Council's overall result was a community satisfaction level of 56%, below the metropolitan average of 61%. In quarter 3, a comparable in-house version of this survey was developed as part of the community engagement activities planned for the Community Strategic Plan. Survey implementation has been deferred to 2017/18 to align with community engagement activities in August 2017 which will inform the Georges River Council's first Community Strategy Plan.
Number of days to respond to correspondence decreased.	14 days	27 days; 67% of correspondence completed within timeframes	Council's correspondence timeframes increased compared to quarter 3. Council also completed more correspondence in quarter 4 than quarter 3; 13,465 correspondence in quarter 4 vs 8427 correspondence in quarter 3. In quarter 4, 67% of correspondence to Council was completed by officers within agreed

			timeframes compared to 78% in quarter 3, with an average response timeframe of 27 days for quarter 4 compared to 9 days in quarter 3.
Number of services available online increased.	4 additional services available online.	0	No new online services were implemented this quarter (one implemented overall for the year). Quarter 4 was focused on implementing the new Georges River Council website and acting on customer feedback. As of end June 2017 Council has steadily increased the number of consolidated online forms to 15. Council will implement a 'My Services' personalised experience on the new website that allows customers to look up services and facilities relevant to their property address. The expansion of online service requests was deferred to 2017/18.
Increased range of payment options implemented.	1 per quarter.	0	No new additional payment options were implemented this quarter (six overall for the year). Quarter 4 was focused on implementing the new Georges River Council website and acting on customer feedback. All transactions are now available at both Kogarah and Hurstville Service Centres including payments for rates, applications, hall hire for all venues

			and lodgement of all applications.
Legal costs decrease.	Less than \$1 million external legal spend for financial year.	1,009,712	<p>This is the amount of legal costs expended by Council as at 30 June 2017, including costs of all litigation (Court proceedings) in the amount of \$534,577. The target for the entire organisation was exceeded slightly (0.9%) due to a number of factors, mostly relating to the amalgamation of the Councils. First, there were one-off unanticipated property-related matters including Jubilee Oval and Carss Park Pool that required resolution. An unprecedented number of industrial disputes (more than 8) that related to the organisational restructure caused an overrun of \$45,000 to the People and Culture budget. There were costs incurred with the establishment of the IHAP and other projects associated with the amalgamation. Council has been involved in a significant number of VPAs, which are positive for the organisation and the community. These costs have been incurred and are to be reimbursed by the proponent/developer over the coming months. Various matters where we are awaiting payment of costs owed to Council relating to Court proceedings exceed \$150,000 and should be</p>

			<p>recovered within the first quarter of the next financial year.</p> <p>Litigation costs were kept lower (\$534,577) with appeals largely being handled in-house by Council. Wherever possible, Council staff appeared as expert witnesses to keep the cost of external consultants lower.</p> <p>New prosecutions have been run in-house. The number of appeals against deemed refusals of DAs were high as well. DA assessment times need to reduce before the number of Class 1 appeals will start to decrease. The gazettal of the Kogarah City Plan in May 2017 has created a significant increase in the number of DAs and anticipated appeals against deemed refusals.</p>
<p>% of capital projects delivered on time and budget.</p>	<p>Completion of projects on time – 80%</p> <p>Completion of projects on budget +/- 5%</p>	<p>80%</p>	<p>This quarter Georges River Council completed a number of its key capital projects including the Infrastructure Plus program, RMS Roads Program, Butler Reserve Raingarden and Gannons Park Shared Cycleway. Council also completed Timothy Reserve shade structure and rubber softfall, Oatley Park accessible path and Olds Park Netball Courts in partnership with community groups as part of the Stronger</p>

			Communities Fund.
90% of housing development applications determined within 40 days.	90%	0% - categories have changed (same categories compared is 25%)	The Department advised in June that the categories of development for this target are only new net dwellings (not replacement dwellings), dual occupancies and secondary dwellings (granny flats). It is not to include replacement new dwellings nor alterations and additions to housing development. This requires the focus to be shifted, where previously Council staff were focusing on "old" DAs and all new dwellings. Only 34 applications fell within this category in the last quarter with 1/3 determined in less than 75 days & 1/2 determined in less than 120 days. Introduction of Clearance House Program and moving onto 1 system will aid in reducing days on the future. (When comparing the same categories as last quarter, the % approved within 40 days is consistent with the last quarter)
Number of MOUs, grants and collaborative projects with key partners on community priorities.	5 significant MOUs 4 grants programs delivered 3 collaborative projects with key partners on	5 MOUs; 4 grants programs; 3 collaborative projects.	MOUs have been established with Georges River Chamber of Commerce (financial and in-kind support), Hurstville central shopping centre (Museum & Gallery outreach); SSROC (Waste Less, Recycle More program); British Dancing

	community priorities		Association (HEC temporary floor); Film Seen (Civic Theatre AV fit-out). Grants programs delivered are the Stronger Communities Fund Program, Community Grants Program, Heritage Grants Program and ClubGRANTS. Community partner projects carried out were the Penshurst Park Masterplan project with Cricket NSW and Cricket Australia; Domestic Violence Candlelight Vigil with the St George Domestic Violence Committee; Our Energy Future program with SSROC.
Net financial savings (NPV) of \$24.8M over 10 years included in Council's financial forecasts.	\$438,365 to be saved by 30 June 2017.	N/A	To be incorporated into the Long Term Financial Plan.
Net financial benefit of \$8.9M achieved by September 2017 (Including Stronger Communities and NCIF grants).		N/A	To be incorporated into the Long Term Financial Plan.

CORPORATE PERFORMANCE INDICATORS

Measure	Target	Quarter 4 results/progress	Annual comment
% of customer requests actioned within agreed times.	80% customer requests actioned within agreed timeframes.	44%	This quarter Council completed 2,083 customer requests with an average completion time of 32 calendar days. Council commenced a review and consolidation of customer request categories to ensure that the correct responsible officers were assigned to minimise delays in processing. The most popular categories for customer requests were consistent with quarter 3: Trees (393 requests), Waste (308 requests) and Roads (212 requests) which make up 44% of Council's total service requests received this period.
% of complaints actioned within agreed times.	70% of complaints to be acknowledged with a response within agreed timeframe of 2 days.	13%	Total of 30 requests completed during quarter 4. Only 4 requests were completed within the agreed timeframe, however 100% of actions have been finalised.
Base budget income is no less than -5% of the year to date		+4%	This was impacted by the receipt of approx. \$2M FAG Grants paid in

approved budget			advance for 2017/18 as well as sale of Strategic Properties.
Base budget expenditure is no greater than +5% of the year to date approved budget.		-6%	Significant underspend in materials, contracts and other expenses.
% of scheduled projects completed on time.	Completion of projects on time – 80%	80%	George River Council currently has numerous active projects over all directorates. As well as capital works, projects include new policy developments, plan and guidelines. These collaborative projects are providing the basis of the new Georges River Council workplace culture and practices.
% compliance with statutory and legislative reporting requirements.	100%	100%	All reports were met within their timeframes.
Reduce number of Lost Time Injury (LTI) days per year from previous year.	Reduction of 5% over the period.	61	Based on 633 lost time days incurred in 15/16 a 5% reduction target was set for 16/17. Council achieved a 31% reduction rate in lost time injury days for 16/17. Q4 had an increase in the number of lost time injuries due to a psychological claim and an aggravation to a non-work related

			injury.
Reduce number of staff with annual leave balances greater than 40 days from previous year.	10% reduction.	13%	At the end of the 4th quarter, 13% of Georges River Council staff had an annual leave balance of over eight weeks. Total staff = 576 with 80 staff having 40 days+ Breakdown FT 526 with 80 having over 40 days PT 47 with 12 having over 40 days
% of internal audit recommendations implemented within agreed timeframes.	80% of Audit recommendations completed to satisfactory standard within agreed deadlines.	80%	Recommendations from the follow up of the 2016 BDO audit are being analysed by Council's Finance and Information Technology people, who will respond to or address or clarify each recommendation, to arrive at a final report. The recommendations included in the final report will be documented and tracked, until all recommended risk mitigation action has been completed. Progress with risk mitigation will be reported to the quarterly meetings of the Audit, Risk and Improvement Committee until all recommended risk mitigation action has been completed. The final, targeted completion rate recognises the fact that up to 20%

			of recommendations are delayed by other priorities and completed beyond the initial deadline.
% of staff who feel the organisation has a positive future and are committed to its success.	5% improvement on staff satisfaction.	N/A	An all-staff survey was conducted by the Transformation and Change team to determine how staff feel about the future of the Council however the results are not yet available.

OFFICE OF THE GENERAL MANAGER INDICATORS

Measure	Target	Quarter 4 results/progress	Annual comment
Number of formal meetings between community groups with the Administrator and/or General Manager.	10 per quarter.	48	173 formal meetings have been held so far in 2016-2017. 48 community groups, special interest groups and organisations met with the General Manager and Administrator during the fourth quarter. The Administrator and General Manager spent a total of 52 hours in meetings with the community.
Number of meetings and consultations held in each Ward.	10% minimum per Ward.	5	Five (5) Council meetings were held in Q4 - 1 in Mortdale ward (20%); 1 in Peakhurst ward (20%); 3 in Hurstville ward (60%). Over the 2016/17 fiscal year, there were actually 16 Council meetings held. Hurstville Ward - 56.25%; Mortdale Ward - 12.5%; Kogarah Bay Ward - 18.75% and Peakhurst Ward - 12.5%.
Transparency: Number and percentage of Council resolutions made at meetings closed to the public.	Less than 25%.	3 confidential items	10.9% for the year. 81 agenda items were considered at Council meetings between April and June 2017. The three confidential items related to tenders (3.7%).

<p>Number of speakers participating at Council meetings.</p>	<p>Average of 5 speakers per Meeting of Council.</p>	<p>4</p>	<p>There have been 4 speakers at Council meetings between April and June 2017. For the entire fiscal year there have actually been 27 speakers at 12 Council meetings.</p>
<p>Number of attendees at Council meetings.</p>	<p>At least 10 people per meeting.</p>	<p>24</p>	<p>Average 15 since December 2016. 24 people attended the Council meetings in April, May and June 2017. Breakdown: April - 10; May - 6 (2 meetings); June - 8 (2 meetings).</p>
<p>Satisfaction with council decisions: customer satisfaction rating out of 100 with how council has performed in making decision in the interests of the community.</p>	<p>55%</p>	<p>NA</p>	<p>The survey questions to measure the community's satisfaction with Council decisions have been incorporated into the larger Community Strategic Plan survey which is being run by an external provider in August 2017. The survey will be distributed to at least 600 community representatives by phone and will also be made available online.</p>
<p>Number of follow-up audits required and completed.</p>	<ul style="list-style-type: none"> • 80% of finance audit projects receive follow up audits within three years of the initial audit. • 75% of finance related re-audits show minimal or no evidence of reoccurrence of prior problems. i.e. sustained 	<p>Dan Cooper commenced a follow up of the 2016 BDO audit of Cash management and related systems. This work was 80% completed by 30 June, with progressive debriefing and analysis having taken place.</p>	<p>Dan Cooper's review of the 2016 BDO Audit report resulted in over 30 recommendations for audit compliance and process improvements being listed for consideration in the draft report. The draft report is with Finance and Information Technology for responses to recommendations, before being</p>

	<p>improvement.</p> <ul style="list-style-type: none"> • 80% of non-finance audit projects receive follow up audits within four years of the initial audit. • 75% of non-finance related re-audits show minimal or no evidence of reoccurrence of prior problems. i.e. sustained improvement. 		<p>finalised and reported to the Audit, Risk and Improvement Committee.</p>
<p>Percentage of occupancy across all Council-owned commercial properties.</p>	<p>Percentage occupancy >90%</p>	<p>95%</p>	<p>There has been considerable interest in the commercial property portfolio and a number of premises have now been leased taking total occupancy to 95% - on target</p>
<p>Effective decision making: Percentage of legal cases determined in accordance with Council's corporate and strategic objectives.</p>	<p>75%</p>	<p>100%</p>	<p>During this period no appeals were upheld with amended plans and one appeal was resolved at s34 conference. No appeals were discontinued by the Applicant. There were also two successful Local Court prosecutions that resulted in fines of \$7,750 to be paid to Council. Two further matters were resolved with successful orders granted to Council.</p>



ASSETS AND INFRASTRUCTURE








Measure	Target	Quarter 4 results/progress	Annual comment
Percentage of asset data captured and updated.	% of asset class inspected per year Roads – 20% Stormwater – 5% Footpaths – 25% Parks – 20% Marine – 100% Buildings – 50%	100%	Stormwater CCTV inspection 100% completed. Building inspections 80% complete. Internal marine asset inspections are 100% complete. Footpath assets 5% network target completed. Park Assets 100% complete.
Number of road safety measures implemented.	90% recommendations completed.	24	164 items have been brought to the Traffic Advisory Committee in 2016-2017 and >90% of actions are completed. Note: There is no meeting held in January.
Number and % of graffiti tags removed within agreed times.	Number of graffiti tags reported per Ward. Number of graffiti tags removed within 72 hours per Ward.	679 tags removed in quarter 4. 85% of tags removed within 72 hours	During the financial year 2,451 graffiti tags were been removed across the Wards as follows: Peakhurst - 490, Mortdale - 756, Hurstville - 817,





			Blakehurst -191, Kogarah Bay -197
Tonnes of waste removed from Gross Pollutant Traps (GPTs).	Over 200 tonnes	55	To date in 2016-2017 approximately 157 tonnes have been removed. Volume is variable dependent on prevailing weather conditions and timing of large GPT cleaning contractors.
Number of trees planted or at give away.	2,500	3600	There was no activity during quarter 4. During the year, 3,600 plants were planted or given away, with 1,000 tube stock planted at Hogben Park, Kogarah and H.V. Evatt Park Lugarno during July and 2,600 trees and plants given away through the Carlton and Mortdale depots.
Number and % of Section 138 and Section 68 drainage applications assessed.	100% completed within timeframe.	100%	10 Applications have been received, assessed and completed within the time frame. The value of the approved drainage works is \$153,300 and the draft value of the deferred Applications is





			\$110,000.
Number of hectares of bush regeneration. Complete 90% of bush regeneration program. Number of volunteers.	100 hectares	100 hectares	Year-to-date there has been 100 hectares of ongoing bush regeneration across all sites, including Carss Bush Park, Poulton Park, Shipwrights Bay Reserve, Moore Reserve, Oatley Pleasure Grounds, Oatley Point Reserve and Neverfail Bay. The total number of volunteers currently engaged in bush regeneration activities exceeds 100.





ASSETS AND INFRASTRUCTURE






Code	Action	Status	Progress	Annual Comment	Lights
1.01	Undertake data collection for all classes of infrastructure assets.	Completed	100%	This program was completed according to the schedule for road, open space, stormwater and building assets.	
1.02	Ensure all bus stops comply with access standards.	Completed	100%	Bus stop upgrades completed for quarter 4. Site inspections complete.	





Code	Action	Status	Progress	Annual Comment	Lights
1.03	Undertake road reserve surveys and investigations to form an accurate basis for engineering assessments and design development in accordance with regulatory standards.	Completed	100%	All scheduled road surveys and investigations complete.	
1.04	Assess development applications (DAs) in relation to traffic impacts, parking and road design standards.	Completed	100%	100% of development referrals assessed within timeframe.	
1.05	Assess driveway applications advising applicant of Council's standards and construction options.	Completed	100%	90% of driveway applications processed for quarter 4. Investigations have commended on all outstanding applications.	
1.06	Undertake traffic investigations and assessments (including public consultation) and provide recommendations to the Local Traffic Committee.	Completed	100%	All investigations and assessments completed for the quarter 4. 24 reports provided to the Traffic Advisory Committee.	
1.07	Implement a range of programs focused on safer local roads, minimising traffic congestion and the regular turnover of traffic in commercial centres.	Completed	100%	All actions from Traffic Advisory Committee implemented or underway. Actions include construction of pedestrian refuges, improvements to signage and line marking.	
1.08	Develop best practice water sensitive urban design and floodplain risk management programs.	Completed	100%	Brief and work plan submitted to OEH awaiting approval for flood plain risk plan. Local flooding investigations continuing.	
1.09	Manage noxious weeds on public and private property.	Completed	100%	The ongoing proactive cyclical activities associated with the physical and chemical removal of noxious weeds were effectively delivered during this financial year on both public and private property. Council utilised horticulturally qualified staff in their Bush Regeneration teams and mobile parks maintenance crews, as well as engaging a number of volunteers and contractors to assist with delivering this service. There were also a large number of actions undertaken to remove noxious weeds in response to community feedback received throughout the year.	

Code	Action	Status	Progress	Annual Comment	Lights
1.10	Protect areas containing threatened and endangered species from adverse impacts.	Completed	100%	Preservation and regeneration activities undertaken by Bushland Regeneration Officers and volunteer groups throughout the year were in line with guidelines provided by the Department of Primary Industries relating to threatened and endangered species, and were primarily focused on growing and planting native species to ensure minimal adverse impacts to the native environment and the preservation of bushland in its natural state.	
1.11	Develop partnerships with local community groups for natural resource voluntary field work.	Completed	100%	During the financial year, Council established a number of key partnerships with volunteer groups. Council has an ongoing focus and commitment to increase native flora and fauna awareness and to actively seek additional interest and participation from the local community.	
1.12	Improve the environmental, aesthetic and recreational qualities of the foreshore and waterways.	Completed	100%	Dover Park West foreshore improvement works completed. Oatley Bay Boat Ramp seawall improvement works complete. Carss Bush Park seawall stage 2 designs complete.	
1.13	Implement bush regeneration activities to protect, conserve and rehabilitate natural areas.	Completed	100%	Council have engaged a number of Volunteer Groups throughout the year, with facilitation and support by council bush regeneration officers. Mortdale Depot Greenhouse has provided successful replenishment into all areas, with nursery groups meeting on alternate Saturdays to grow and establish native plants. The ongoing focus on regeneration in the Riverwood Wetlands by Council and a designated volunteer group was delivered by activity occurring on the 1st and 3rd Friday of each month, while Gannons Park regeneration commenced in the second part of the year and is delivered by in-house bushcare officers.	

Code	Action	Status	Progress	Annual Comment	Lights
1.14	Participate in annual Tree Day and give away plants and shrubs.	Completed	100%	<p>National Tree Day was held on Sunday 1 July 2016. Council held its annual tree give away day at Olds Park, Penshurst, providing approximately 1,400 indigenous native trees, shrub and grasses. Local bush care volunteers and members of Oatley Flora and Fauna greatly assisted Council staff on the day with Lugarno Lions club providing a free sausage sizzle.</p> <p>Council also facilitated a tree planting day at H.V.Evatt Park, Lugarno, with over 60 volunteers assisting in the planting of over 700 native trees, shrubs and grasses. Volunteers from Penshurst Library reading club, Lugarno Progress Association and the 1st Oatley Bay Sea Cub Scouts provided fantastic support and were greatly appreciated. Federal and State members David Coleman, Mark Speakman and Mark Coure also paid a visit and assisted on the day. National Tree Day was also held at Hogben Park with over 930 tube stock plants given to the public and 200 plants being planted on the day.</p>	
1.15	Upgrade and improve Council's open space, recreational facilities and related assets.	Completed	100%	<p>A number of key open space and recreation projects were completed this financial year including the Gannons Park Shared Cycleway, Dover West Foreshore Restoration Project, Carss Park New Playground and construction of the new Oatley Bay Boat Ramp. Council continued to complete the Infrastructure Plus Parks program which included playground replacements, sportsfields resurfacing and sportsfields topdressing.</p>	
1.16	Process requests and bookings for use of parks and reserves.	Completed	100%	<p>All booking requests processed. Documents for summer season sports have been sent to the clubs.</p>	
1.17	Implement the street tree management strategy.	Completed	100%	<p>Annual street tree block removals undertaken with new trees planted in accordance with Street Tree Master plans.</p>	

Code	Action	Status	Progress	Annual Comment	Lights
1.18	Undertake scoping and development of on-ground environmental projects to remediate or improve environmental function such as erosion control works, enhanced water quality and increased biodiversity.	Completed	100%	Scoping for numerous on ground projects have been undertaken in the last twelve months by Georges River Council. High profile works currently in planning and development phase include Myles Dunphy Reserve and Wetland Boardwalk, Gannons Park Water Quality Improvement and Storm Water Harvesting Scheme – Stage 1, Riverwood Wetland and Carss Bush Park Channel and Foreshore Naturalisation Project.	
1.19	Ensure that Council's parks and open space areas are maintained for aesthetics, amenity and safety.	Completed	100%	Service levels and standards were met by Council during the financial year, with replenishment activities undertaken in the first half of the year on sporting fields, ongoing maintenance of key cricket grounds during the summer season, challenging conditions due to optimal growth and high rainfall throughout quarter 3 placing additional pressures on fixed site and mobile maintenance crews, and high use and wear on sporting fields due to sporting season during quarter 4.	
1.20	Ensure Council's streets, footpaths and public domain areas are maintained for amenity and safety.	Completed	100%	Service levels in cleansing were maintained by Council, with daily cleansing of CBD's and major retail hubs, 2-3 week cycles delivered to townships and backstreets, increased frequency in high leaf drop areas to 1-2 weeks and proactive additional cleansing activities such as pressure cleaning and mechanical scrubbing of high profile town centres and parks, memorials parks and public domains being instigated throughout the year.	
1.21	Provide quality stormwater infrastructure to minimise flooding and enhance water quality.	Behind Schedule	80%	A variety of drainage capital works projects are underway as a result of floodplain risk management plans and local flooding or stormwater capacity assessments. Harris St flood mitigation drainage works complete. Pipe relining projects 100% complete. Connells Point Road drainage project delayed due multiple conflicts with Sydney water assets. Design processed delayed pending Sydney water approvals.	

Code	Action	Status	Progress	Annual Comment	Lights
1.22	Implement a range of programs to encourage removal and prevention of graffiti.	Completed	100%	The consistent approach of graffiti removal across the local government area was adopted in quarter 3. In addition to participation in the National Graffiti Register, Council has identified the need to improve resourcing to improve its proactive approach to tag removal, improve in-house information capture and reporting processes by outdoor staff and increase the focus on poster removal in high profile areas and CBD's. 100% of removal requests were actioned throughout the year.	
1.23	Implement a monitoring program for development sites and industrial premises to minimise the potential for pollution into natural areas, and to ensure compliance with legislative requirements including prevention methods to minimise soil erosion and contaminated water runoffs.	Completed	100%	All active development sites were monitored on a regular basis to ensure compliance with development consent conditions specifically with erosion and sediment control. Industrial premises (service stations) are audited on an annual basis to ensure that there are no detrimental impacts on the natural environment.	
1.24	Seek funding to develop and implement initiatives to manage stormwater runoff and incorporate water sensitive urban design treatments such as stormwater harvesting and bio retention systems at key locations (such as Butler Reserve, Gannons Park, Webbs Dam, and Hurstville Golf Course).	In Progress - On Track	100%	Georges River Council has successfully gained over \$2 million in grant funding for environmental projects for the 2016-2017 financial year. These funds have directed resulted in many large scale projects including Gannons Park Water Quality Improvement and Stormwater Harvesting Scheme, Myles Dunphy Boardwalk and Carss Park Foreshore Naturalisation Project.	
1.25	Ensure appropriate management of leachate at Hurstville Golf Course.	Completed	100%	The leachate treatment plant at Hurstville Golf Course continues to perform well and treat leachate at the site to a very high standard that exceeds the expectations of Sydney Water under Councils Trade Waste agreement.	
1.26	Determine asset conditions for all Council-owned buildings for future planning and maintenance.	Completed	100%	Routine inspections of Council buildings undertaken. Consultants Cardno have attended the three swimming facilities and provided condition reports. Quotations have been received from consultants to combine former councils Asbestos registers. Detailed assessment of Jubilee Oval completed and works completed.	

Code	Action	Status	Progress	Annual Comment	Lights
1.071	Assess drainage applications submitted to improve Council's stormwater assets.	Completed	100%	All development related drainage referrals involving Council stormwater assets assessed within timeframe.	
1.072	Implement Lily Street Bridge, Hurstville upgrade.	Completed	100%	The construction of the new Lily Street Bridge was undertaken by Sydney Trains on behalf of the NSW State Government. Works were completed in quarter 2 with the new bridge officially opened to traffic late November 2016.	
1.073	Complete annual infrastructure maintenance programs.	Completed	100%	In line with Council's adopted Asset Management Plan, infrastructure maintenance works were undertaken for footpaths, kerb and gutter, drainage and roads.	
1.074	Complete annual infrastructure capital works programs.	Completed	100%	Georges River Council has continued to undertake infrastructure capital works on roads, footpaths, kerb and guttering.	

ENVIRONMENT AND PLANNING

Measure	Target	Quarter 4 results/progress	Annual comment
Annual energy and water consumption within Council facilities.	20% reduction in energy consumption and 20% reduction in water consumption By 2020 when compared to 2015-2016 usage	Top 10 electricity consuming sites consumed a combined 2,640,837 kWh. These top 10 sites represent 90% of total Council energy consumption. Gas consumption = 1,672 GJ	Energy comparisons between the past 2 financial years are: Electricity consumption 15/16= 11,837,955.69 kwh Electricity consumption 16/17= 11,532,577.53 kwh Equates to a reduction of approximately 2.6 per cent Gas consumption 15/16= 9,629,537.08 MJ Gas consumption 16/17= 9,328,874.32 MJ Equates to a reduction of approximately 3.1 per cent Water consumption 15/16= 217,786.39 kL Water 16/17= data is incomplete due to delays in bill cycles
Carbon footprint information for Council activities.	20% reduction in carbon footprint by 2020 when compared to 2015-2016 level.	Top 10 consuming sites emitted 2,356 tCO2-e	In quarter 3 emissions associated with electricity use was 2,455 tCO2-e In quarter 2 emissions associated with electricity use

			was 2,557 tCO2-e
Number and percentage (%) of food shops inspected and reinspected.	100% of food shops inspected at least once per financial year. 100% of food shops requiring re-inspection are re-inspected.	328 food premises inspected, 48 re-inspections conducted	Of the 773 food premises to be inspected each financial year all have been inspected. 100% of food shops requiring re-inspection have been re-inspected
Number and % of environmental compliance complaints (excluding animal complaints) received and responded to within 48 business hours.	Number of environmental compliance complaints received. % of environmental compliance complaints responded to within 48 business hours.	51 complaints; 51% responded to within 48 business hours.	51 environmental complaints were received and 51% of these were responded to within 48 business hours.
Number of animals impounded and returned.	100% of impounded companion animal owners contacted to arrange for return.	93 animals impounded with 100% of registered impounded animals returned.	There were 93 companion animals impounded and 44 of these were returned to their owners. 100% of registered impounded companion animal owners were contacted to arrange for return.
Number of complaints by animal management activities (such as dog attacks, dogs unleashed, barking dogs, feral cats, and others).	100% of animal management activities complaints investigated within 48 business hours.	41% of animal management complaints investigates within 48 business hours	Animal management complaints received resulted in 37 customer service requests. These related to 5 cats, 8 barking dogs, 8 dogs, 7 dog attacks, 3 roosters, 1 chicken, 2 pigeon 1 bee, 1 bird




			and 1 rabbit.
Reduce number of waste contract service missed collections to: fewer than 35 per week, less than 1 per cent of waste services per quarter and percentage of customer requests actioned within 48 hours.	30 per week or less than 1% per quarter	Missed collections less than 1%	Missed collections were less than 1% this quarter with 100% of customer requests actioned within 48 hours.
Report on incidence at CCTV hot spots and number of illegal dumpings removed by dumper.	Incidence of illegal dumping at CCTV hotspots reduced by 80%. 50% illegal dumping to be removed by dumper.	waiting on data	Data not yet available
Increase diversion rate (proportion of waste collected and not sent to landfill) through education and information initiatives.	50% of all waste collected is diverted from landfill.	38.1% diversion rate	Diversion rate this quarter is 38.1%.
Number of Clean up Australia Day sites within the City.	10 registered sites per year.	0	Data not available this quarter. Clean up Australia Day is held in March each year.
Percentage (%) of DAs and S96s determined within mean of 40 business days.	45% assessed within 40 Business Days.	27%	This last quarter has seen a slight increase from the previous quarter. With process improvements in place, all staff in one area, DAs are being lodged







			on the one system, and introduction of Clearance House, it's envisaged this will improve moving forward.
Percentage (%) of Development Advisory Applications assessed within 14 days.	80% assessed within 14 days.	20%	Q4 has had the focus shift to internal processes for applications already submitted and being assessed. The structure was being finalised and full complement of planning staff achieved by end of June. Moving forward, the shift in focus will be on the "front-end" with a new duty planner/149 officer and a liaison officer to improve the quality of applications being lodged. Pre-development advice will be encouraged more with more resources being able to be put into this front-end of the application process. This will improve the time-frames.
Percentage (%) of large scale developments that are referred to the Design Review Panel and comments considered.	100% referred to Design Review Panel.	100%	All applications that are required to be sent to the Design Review Panel were referred and comments provided back to the applicant, sometimes requiring






			amended plans.
Percentage (%) of swimming pool compliance certificates issued within 42 days.	90% assessed within 42 days.	100%	All swimming pool compliance certificates and/or letters of non-compliance were issued within 42 days.
Number and value of Development Applications determined. (Number and value of net new dwellings built for future reporting).	Total number of applications determined – 850 Total estimated value of applications determined - \$350 million	883 determined, \$746 million	The number of applications determined is within 3 of last financial year for the 2 former Councils combined and yet the number lodged is approximately 50 more this year. To maintain this consistency in the number determined and to reach a total construction cost double the target is a great achievement given the extent of change that has occurred over this past year, and reduced resources. This shows economic security in the LGA.
Number of heritage grants issued.	10	13	In September 2016 Georges River Council established a \$50,000 Heritage Grants Program comprising heritage building and heritage publication components. In 2016-2017, Council supported 13 projects




			under the Heritage Building Grant Program, to a value of \$45,000. One publications grant project to the value of \$5,000 was also supported. Grant funding will be paid in March/April 2017.
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ENVIRONMENT AND PLANNING





Code	Action	Status	Progress	Annual Comment	Lights
2.01	Implement a range of parking related educational programs focused on providing safer local roads, minimising traffic congestion and ensuring the regular turnover of traffic in commercial centres; including parking management and school zone monitoring programs.	Completed	100%	School zones were patrolled daily as a priority. Staff proactively worked with schools to provide safe pickup of children. Council continues to deliver a "pocket parking guide to Kogarah" to local business as required. A GIS map layer of public car parking areas has been added to Council's website to help residents and visitors to the local government area find where they can park.	
2.02	Educate owners of companion animals so that they are aware of their responsibilities with respect to the responsible ownership of their pets.	Completed	100%	Council's web site contains information to assist pet owners in becoming responsible owners. This information is supplemented by information provided by Council Rangers when impounded animals are returned to their owners and during programmed patrols of leash free areas.	
2.03	Educate the owners of dangerous, menacing or restricted breed animals with respect to ensuring that they are aware of the legal obligations in the keeping these animals.	Completed	100%	The owners of all menacing, dangerous or restricted dog breeds are provided with information as to their legal obligations immediately after the animal is identified. No animals were declared dangerous or menacing during this year, however where an animal is declared dangerous or menacing Council staff meet onsite with each owner to ensure that they meet legislative requirements.	



Code	Action	Status	Progress	Annual Comment	Lights
2.04	Minimise the potential for health risks to the community through the implementation of regulatory inspection programs that include food premises, businesses that provide skin penetration procedures, businesses utilising regulated systems and via public swimming locations.	Completed	100%	All regulatory inspections are conducted at a minimum of once a year. The percentage of inspections carried out for the year are: <ul style="list-style-type: none"> - Food premises 100% - Skin penetration 100% - Regulated systems 100% - Public swimming pools 100% 	
2.05	Enforce and educate about the legislative and regulatory requirements relating to food safety, food health violations, parking regulations and companion animal ownership.	Completed	100%	Enforcement procedures were followed for breaches of food, parking and companion animal legislation. Staff investigating complaints, apply a combination of enforcement and education techniques to meet the needs of the specific situation. Council adopted an Enforcement Policy during the year to further assist staff in performing regulatory functions. The Enforcement Policy can be found on Council's website.	
2.06	Implement Council's 'Food Premises Inspection Program' in line with the 'NSW Food Authority's Food Regulation Partnership'.	Completed	100%	All 773 food premises within the Georges River Local Government Area were inspected at least once during the financial year.	
2.07	Patrol all beaches, reserves and sporting fields within the LGA to ensure that users of these areas are compliant with relevant legislation, Council policies and sign-posted restrictions.	Completed	100%	Patrols of parks, beaches and reserves were undertaken regularly and additionally in response to specific public requests to ensure compliance with legislation.	
2.08	Minimise the impact of environmental health and regulatory related risks to the community by ensuring that the initial investigation of complaints relating to noise, odour, land and water pollution occurs in a timely manner.	Completed	100%	All requests relating to noise, odour, land and water pollution were investigated as a priority based on the impact to health, safety and the environment.	
2.09	Reduce illegal dumping and littering through proactive enforcement programs and public education.	Completed	100%	Council's 15 permanent cameras and five mobile cameras were used to monitor illegal dumping in hot spot areas. Daily patrols were conducted of hot spots areas.	



Code	Action	Status	Progress	Annual Comment	Lights
2.10	Ensure domestic and commercial waste collection services are timely and efficient and meet contract specifications.	Completed	100%	The domestic and commercial waste collection service has been operating as per the contract specifications. Missed collections this year were less than 1%, with 100% of customer requests actioned within 48 hours.	
2.11	Monitor and review internal and external services provided in relation to development assessment times and processes, including turnaround times for development applications (DAs), construction and complying development certificates.	In Progress - On Track	80%	Processes have commenced being harmonised as staff have moved together into one office. The focus this year has been to work on the internal processes improvements with the focus next year moving towards streamlining the "front-end" of the application process.	
2.12	Issue Swimming Pool Compliance Certificates in accordance with legislation.	Completed	100%	100% of Swimming Pool Compliance Certificates (including certificates of non-compliance) are issued in accordance with legislation requirements. All sites issued with certificates are routinely followed up with inspections, including those that comply.	
2.13	Ensure development is completed in compliance with consent.	Completed	100%	Council staff are dedicated to ensuring that development is constructed in accordance with consents issued. Where complaints are received, these are acted upon very quickly to ensure the matter is addressed as soon as possible.	
2.14	Determine development applications (DAs) within the statutory timeframe and provide progress through on-line tracking and submit performance monitoring report to the State Government.	In Progress - On Track	90%	This last year has seen the focus on harmonising internal processes of the former two Councils and finalising the structure to improve efficiencies in the development application (DA) process. The introduction of electronic lodgement last quarter and moving onto one system in the future will aid in simplifying the overall process. More applications have been lodged this financial year compared with last year, however the number determined has remained the same which is positive considering the extent of changes occurred over this past year & reduced resources.	



Code	Action	Status	Progress	Annual Comment	Lights
2.15	Ensure large scale development applications and planning proposals (where relevant) are referred to the IHAP and comments considered.	Completed	100%	The introduction of an IHAP with determinative powers and then further improvements to its function and changes to the charter, has seen a consistent decision making process for larger scale more contentious applications and planning proposals for Georges River Council. This function has reduced the ambiguity for the public in Council decision making of these larger projects.	
2.16	Provide an efficient Development Advisory Service (DAS).	Behind Schedule	50%	A lot of improvements have been made over the past year to the internal processes, with the aim to merge two completely different systems into one more efficient system. This is being achieved and now the focus can shift to improving the "front-end" of the application. Ensuring the public are more confident with what applications they may need, what information is required and how to go about it. This will see improvements in efficiencies as the quality of applications lodged is increased.	
2.17	Ensure new development incorporates environmentally sustainable design including BASIX requirements and submission of Basix Completion Certificate.	Completed	100%	As far as practical, all developments include environmentally sustainable designs, especially as required by the BASIX certificates. These consider things such as the design and location of windows for optimum sun in winter, shade structures (eaves etc.) over windows to the west for summer sun, materials that the buildings are constructed of, and size and location of water tanks, etc. These requirements continue through the application process and then onto the construction phase, ensuring new development incorporates environmentally sustainable designs.	








Code	Action	Status	Progress	Annual Comment	Lights
2.18	Complete Hurstville City Council's LEP 2012 by reviewing controls on the 'Deferred Matter' sites of Civic Precinct, Treacy Street Carpark and Westfield. Planning Proposals to be independently assessed prior to submission to Department of Planning & Environment for determination.	Completed	100%	<p>The Civic Precinct, Treacy Street Car Park and the Westfield Site were deferred from Hurstville LEP 2012 at Council's request. As a requirement of the Gateway Determination, Council was required to have submitted planning proposals to the Department within 12 months of the date of gazettal, being 10 January 2017. This was extended until 10 September 2017 by the Department via letter dated 10 June 2016</p> <p>In respect of the deferred matter relating to 39-41 Treacy Street Hurstville, an Independent Urban Design Advice provided by SJB Architects indicated that the proposal is supported in principle given the program and overall built form are consistent with the adjacent context, and recently approved and completed developments. The Planning proposal was subsequently referred to the Greater Sydney Commission for a Gateway Determination under Section 56 of the Environmental Planning and Assessment Act 1979 prior to 10 September 2017.</p> <p>However, in respect of the Civic Precinct and the Westfield Site deferred matters, the review by SJB Architects has indicated that more work is required in respect of design, height, bulk and scale. Traffic impact is also an issue that has been raised in the TMAP modelling underway at present.</p> <p>Therefore Council request that an extension of time for two deferred matters in the Hurstville Local Environmental Plan (LEP) 2012 (Amendment No 3) – being the Civic Centre Precinct and the Westfields Site – be granted until 10 March 2018. This request was granted by the Department on 5 July 2017.</p>	
2.19	Maintain a high level of fire safety in buildings across the LGA in accordance with legislative requirements including a Fire Safety Register and Annual Fire Safety Statements from owners.	Behind Schedule	70%	<p>Over the past year Council has maintained a high level of fire safety in buildings across the LGA in accordance with legislative requirements. This will improve next financial year as Council moves property data onto one system.</p>	
2.20	Ensure consistency in the enforcement of breaches of legislation related to unauthorised works/uses.	Completed	100%	<p>Council undertakes enforcement of breaches in a transparent and consistent manner in accordance with legislative requirements and Council's recently adopted an Enforcement Policy.</p>	





Code	Action	Status	Progress	Annual Comment	Lights
2.21	Ensure that Council's local environmental plans (LEPs) and development control plans (DCPs) meet future population and employment needs (e.g. areas reserved for residential, industrial or commercial development as well as parks and recreation).	Completed	100%	No change from the quarterly comment. The Team ensures that future employment and housing needs are met through the provisions of adequate land for residential, employment, open space etc. Council also meets with the Department of Education on a quarterly basis to update them on the areas of growth and redevelopment within the LGA. The Department is planning for that growth.	
2.22	Ensure that the LEP incorporates zones to protect natural heritage and biodiversity including scenic and cultural heritage sites.	Completed	100%	The Kogarah New City Plan was gazetted on 26 May 2017. No other planning proposals lodged with Council have had to require an E2 - Environmental Conservation Zone in 2016/17.	
2.23	Encourage a variety of housing choices that meet the needs of our community and complement the streetscape character of neighbourhoods.	Completed	100%	Council resolved on 1/5/2017 to exhibit a draft DCP based on the Urban Design Guidelines prepared by City Plan Services. Council is in the final stages of the preparation of the draft DCP, which aims to incorporate the desired urban design principles in the draft Urban Design Strategy. Council is also preparing a infrastructure policy to ensure that infrastructure is provided for the needs of the future community.	
2.24	Encourage the retention and maintenance of properties that have heritage significance or are within a Heritage Conservation Area.	Completed	100%	Council's Heritage Grants Program granted funding for 13 different projects in 2016/17. In 2016-2017, \$45,000 was allocated for the retention and maintenance of properties in the Georges River local government area.	



Code	Action	Status	Progress	Annual Comment	Lights
2.25	Investigate planning mechanisms and partnerships to facilitate the provision of affordable housing across the Local Government Area (LGA).	Completed	100%	Council made a submission on the draft South District Plan regarding affordable housing. Council recommended in its submission that the Greater Sydney Commission (GSC), in conjunction with the Department of Planning & Environment prepare a housing strategy toolkit as a priority so that there is a consistent approach by all councils in the preparation of future housing strategies. In addition to the toolkit, the GSC in conjunction with the Department should look to develop a series of Planning Principles to guide the future identification of housing precincts. Such Principles should aim to make provision for future housing in areas with good access to transport and services and ensure the protection of low density neighbourhoods.	
2.26	Ensure that future controls for commercial centres across the LGA encourage opportunities to grow jobs and housing and create vibrant hubs of activity.	Completed	100%	<p>In September 2016, Jones Land LaSalle (JLL) were appointed by Georges River Council to expand the application of the draft Hurstville Employment Lands Study to include land within the former Kogarah City Council LGA (now known as Blakehurst and Kogarah Bay Wards of the Georges River LGA). The draft Georges River Employment Lands Study (ELS) provides Council with a strategic direction for employment lands across the Georges River Local Government Area (LGA) to ensure that sufficient land is zoned to accommodate future employment growth.</p> <p>The exhibition of the draft Study has identified that there is increasing pressure for the conversion of industrial lands across the LGA. This is a consistent trend across the Sydney metro area. As part of the review of the industrial zoned land across the LGA, council's strategic planning staff have developed an assessment framework to "score" the importance of each industrial precinct against a consistent set of criteria.</p> <p>Further detailed work will be undertaken on the lands within the B1 – Neighbourhood zone and B2 – Local Centres zone and a further report will be presented to Council in this regard in 2017/18.</p>	



Code	Action	Status	Progress	Annual Comment	Lights
2.27	Advocate and support sustainable interconnected public transport systems that are safe, efficient and affordable.	Completed	100%	Council continues to advocate and support public transport systems.	
2.28	Minimise the impact of parking overflow in commercial centres through the development of appropriate parking strategies.	Completed	100%	The brief was completed in 2016/17 for the preparation of the Georges River Council Car Parking strategy for the Business zoned Lands. In 2017/18 the study will be carried out and finalised. Funds have been voted in the 2017/18 for the Study under the Stronger Communities Fund.	





Code	Action	Status	Progress	Annual Comment	Lights
2.29	Investigate options to improve cycle usage across the City and incorporate provisions for bicycle parking in appropriate developments.	Completed	100%	<p>Georges River Council will continue to work with the community and the NSW Government to plan, prioritise and deliver better connected cycling infrastructure. Council acknowledges the need to update all transport strategies including cycling and pedestrian strategies. Previous plans have taken into consideration popular destinations including, public transport hubs, schools, child care, shopping precincts, libraries and parks. They have also identified the need for cycle lanes, shared paths, on road cycle logos and way finding signs. The Georges River region has a network of on-road cycle paths which are identified by logos painted on the left-hand side of the road, as well as the presence of signage, warning motorists and pedestrians to 'Watch for Cyclists.'</p> <p>Council currently provides 11 cycling routes for the whole community to enjoy.</p> <p>Cycle routes can be found at the following locations:</p> <ul style="list-style-type: none"> Carss Bush Park (Carss Park) Gannons Park (Peakhurst) Hurstville Oval (Velodrome) Kempt Field (Hurstville) Leighton Park (Beverley Park) Moore Reserve (Oatley) Oatley Park (Oatley) Oatley to Como Bridge (Oatley) Olds Park (Penshurst) Sans Souci Park (Sans Souci) Todd Park (Blakehurst) <p>The 2017/18 capital works program also includes improved facilities for recreation cycling. Major projects include; Jubilee Park Upgrades and Kemp Field upgrade.</p>	
2.30	Ensure that future planning policies are consistent with the goals and actions identified in A Plan for Growing Sydney.	Completed	100%	As a requirement of A Plan for Growing Sydney Council ensures that all Planning Proposals and the preparation of Development Control Plans (DCPs) and Policies are consistent with the Plan's goals and actions.	

Code	Action	Status	Progress	Annual Comment	Lights
2.31	Educate the community about Council's waste collection services.	Completed	100%	Waste education material is available for all residents to access on Council's new website. A draft calendar has been produced and will be available for households in December 2017. A survey was also conducted seeking residents' views on the future format of Councils Clean Up Service, the results of which will influence future waste collection contracts.	
2.32	Maximise recycling in the community and the collection of green waste through education.	Completed	100%	Compost bins and worms farms are available to residents for purchase through the Compost Revolution Program.	
2.33	Implement e-waste, chemical and hard waste programs.	Completed	100%	Waiting on data.	
2.34	Increase community awareness on issues relating to environmental sustainability and climate change.	Completed	100%	Environment, sustainability and climate change information is available for residents to access on Councils new website.	
2.35	Encourage the community to achieve a reduction in greenhouse gas emissions and to implement environmental initiatives.	Completed	100%	Environment, sustainability and climate change information is available for residents to access on Councils website.	
2.36	Undertake actions to achieve Council's energy reduction target.	Completed	100%	Council's existing solar installations were monitored and energy reduction targets were achieved.	
2.37	Increase the uptake of renewable energy within Council's infrastructure and facilities.	Behind Schedule	75%	Council's top ten energy sites/assets have been reassess and identified following receipt of recent energy consumption data. A scope of works for the development of an Energy and Water Management Plan which explores options for renewable energy, and list the efficiency opportunities with best financial return for Council's top 10 consuming sites has been prepared.	

Code	Action	Status	Progress	Annual Comment	Lights
2.38	Reduce greenhouse gas emissions from Council's operations in accordance with targets.	Behind Schedule	75%	Council is developing a five-year Resilience Plan which will outline the baseline for its energy use, greenhouse gas emissions, water use, and other metrics. It will also set targets and actions for enhancing environmental sustainability; such as mapping current tree cover to develop an Urban Forest Strategy (to further sequester carbon and reduce the heat-island effect).	
2.39	Review climate change risk assessment for Council assets and implement where feasible.	Behind Schedule	75%	Council is developing a five-year Resilience Plan which will outline the baseline for its energy use, greenhouse gas emissions, water use, and other metrics. It will also investigate sites/assets around the local government area to identify high risk areas prone to the effects of climate change.	
2.40	Develop and implement policies and processes that underpin environmentally sustainable practices relating to energy use, water use and preservation of biodiversity.	Completed	100%	Council has merged its energy, water & gas asset data by engaging Balance Carbon and is continuing to monitor the data for anomalies and to identify savings opportunities. Council is developing a five-year Resilience Plan which will outline the baseline for its energy use, greenhouse gas emissions, water use, and other metrics.	
2.41	Maintain a program of Utility Management (Energy, Water and Emissions) through billing review, validation and reporting.	Completed	100%	Council has merged its energy, water & gas asset data by engaging Balance Carbon and is continuing to monitor the data for anomalies and to identify savings opportunities.	

Code	Action	Status	Progress	Annual Comment	Lights
2.42	Develop and implement practices and processes underpinned by environmentally sustainable principles.	In Progress - On Track	100%	Investigations continue regarding the feasibility of leachate treatment at the golf course by cycling the treated leachate through the golf course stormwater harvesting system and mixing it with recycled stormwater for irrigation of the golf course. Council's balance carbon trellis system of utility data monitoring provides information on billing anomalies in water or energy usage which can then be used by Council's building and park maintenance staff to identify issues on site which may otherwise have gone unnoticed. Stage 1 of Upper Boggywell Creek Water Quality Improvement scheme to deliver a sustainable source of recycled stormwater to irrigate Gannons Park playing fields commenced in quarter 3.	
2.43	Develop and implement innovative environmental educational programs for local community and schools.	Completed	100%	The NSW Keep Australia Beautiful Enviro-mentors Program was offered to all primary schools in the local government area with a total of 11 schools participating in the program over 22 days. Two Environmental Education Programs (Keeping Waterways Clean and Waste Watchers) were offered to the schools.	

Code	Action	Status	Progress	Annual Comment	Lights
2.44	Implement environmental sustainability programs in partnership with regional organisations such as the Georges River Combined Councils Committee (GRCCC) River Health and Riverkeeper Programs and the community.	Completed	100%	In addition to its host council role, Council continues to work with the Georges River Combined Councils Committee and its various programs to protect and preserve the Georges River. The Riverkeeper program year to date collected 10,874kg of rubbish and improved 1.02 hectares and maintained a further 4.05 hectares of local bushland by removing 56.2 cubic metres of weeds during 5,095 hours of work. Further upriver rubbish removal has removed over 102.7 tonne from reaching the Georges River Council section of the river. The River Health Program completed waterway monitoring for 2016/17. Estuarine sites monitored following Office of Environment and Heritage protocols in the Georges River LGA include Kogarah Bay, Kyle Bay, Oatley Bay (2 locations), Gungah Bay (Oatley), Kyle Bay and Salt Pan Creek. Freshwater sites monitored following national guidelines in the Georges River LGA include Dairy Creek (Lime Kiln Bay), Myles Dunphy Reserve and Poulton Creek. Residents from the Georges River LGA were engaged in water quality monitoring in spring and autumn. Results of ecological monitoring will be used to inform the 2016/17 River Health Report Card, produced by GRCCC.	
2.45	Continue to develop and strengthen partnerships with major employers in the LGA.	Completed	100%	Council worked with the St George Business Chamber to develop a program of educational workshops and networking events for local business as part of the Agreement with Council. The first event, entitled Effectively Marketing your Business with Social Media, was held on Friday 28 April at Club Central in Hurstville from 7.30-9.15am. Other educational events to be hosted by the Chamber in 2017 as part of the Agreement include: Business Compliance and OH&S on 23 May at St George Leagues Club, The Federal Budget and Business Taxation on 20 June at Club Central and the joint Council and Chamber event to be held on 27 June. In addition four networking events were planned between April and July at St George Leagues Club and at Club Central. Council will continue to support the St George Business Chamber.	

Code	Action	Status	Progress	Annual Comment	Lights
2.46	Implement a range of programs and strategies that support the development of vibrant town centres.	Behind Schedule	30%	The Strategic Team is looking forward to 2017/18 as in the budget we have been allocated \$250,000.00 for a place making strategy and for improvement projects for all our centres.	
2.47	Implement a range of educational programs that strengthen and sustain small businesses within the LGA.	Completed	100%	To date four Georges River businesses have signed up to the program with a further 16 businesses contemplating taking part. The businesses that have signed up are located in Oatley, Penshurst, Mortdale, and Hurstville. As the Easy to do Business program expands Service NSW recommends that Council continues to promote and communicate the benefits of the program as part of its offerings regarding assistance to small business.	
2.48	Develop and manage public spaces to encourage economic activity.	Behind Schedule	50%	The Strategic Team is looking forward to 2017/18 as in the budget we have been allocated \$250,000.00 for a place making strategy and for improvement projects for all our centres.	
2.49	Produce a range of local economic indicators.	Completed	100%	Economy ID has been a great tool in 2016/17. It will be utilised in the preparation of the Georges River Council Economic Development Strategy in 2017/18.	

COMMUNITY AND CULTURE

Measure	Target	Quarter 4 results/progress	Annual comment
Number of library loans.	Maintain current level of items loaned. 1,175,098 borrowed in 2015-2016.	247,855	1,048,406 library resources loaned across the Georges River Library Service in 2016-2017.
Number of library members: Georges River LGA residents, Others.	Increase Library membership by 2%. 56,020 members in 2015-2016.	57,318	Library membership increased by 2.3% as compared to last year. This figure represents number of active library members on the last day of the quarter.
Number of library visits (per capita and % of LGA population).	Increase Library visits by 2%.	217,771	901,002 visitors to the Georges River Library Service in 2016-2017. 954,144 visitors in 2015-2106. Obtained by door counters at each of the library service points. The door counter at the Kogarah Library has been malfunctioning. This will be fixed once the radio frequency identification technologies are implemented.

Number of regular library programs.	1,800	427	1715 regular programs delivered including regular story times, book clubs etc. in 2016-2017.
Number of website, e-newsletter and social media 'hits' for digital information relating to the libraries, museum, gallery, community art space and entertainment centre.	500,000	110,477	510,241 website, e-newsletter and social media hits in 2016-2017.
Number of 'one off' library programs.	30	59	146 one-off library programs including author talks and special events held in 2016-2017. Increase due to the way statistics for this type of program are now recorded across the Georges River libraries.
Number of people attending library programs.	40,000	12,595	48,512 people attending events and programs held across the Georges River library service in 2016-2017.
Number of library computer bookings.	Increase usage by 5%. 105,871 bookings in 2015-2016.	32,997	125,143 bookings in 2016-2017. The library service currently has two separate

			methods of collecting this information. Hurstville and Penshurst libraries count number of computer bookings while Kogarah, South Hurstville and Oatley libraries measure number of computer sessions.
Internet usage in the library (hours).	Increase usage by 5%.	81,428	310,960 logins in 2016-2017. Library WiFi accessed across the library service is measured by individual logins not hours. This figure excludes internet usage in the library accessed on the desk top computers at all Georges River libraries.
Number of events and attendance including Lunar New Year, Australia Day, Business Awards, Citizenship Ceremonies, Council tours of local schools, launches, Christmas community celebrations and Volunteers' Reception.	No. of Seasonal Events: 3 No. of Citizenship Ceremonies: 6 No. Fundraising Events: 2 No. Openings/Launches: 2 No. Civic Receptions: 4 No. other events: 6	22	Council produced, delivered and/or supported 22 events in quarter 4. These included two Music at Twilight events (230 people attend each event) , eight Anzac Day services, four Starlight Outdoor Cinema events which attracted an average audience size of 250 people per event, an anti-domestic violence Candlelight Vigil and a fund raising golf day, which raised \$13,725 for

			<p>charity. Other civic council events during this time were a museum exhibition opening, Kip McGrath scholarship presentation, and events in honour of reconciliation day, refugee week, the refurbishment of Gannons Park and the Emeritus Mayor Morning Tea. These events attracted a crowd of between 50-100 people. Council was also involved in planning elements of the St George Local Business Awards as a platinum partner.</p>
<p>Utilisation across all childcare centres.</p>	<p>>95% utilisation rates: CPNCCC=100% / OSK=99% / SHK=99.5% / PLDC=99.5% / JHLDC= 96% / HELC= 98% All services have met the target for the quarter.</p>	<p>+95%</p>	<p>Utilisation rates continue to remain greater than 95% across five Council services. One service is lower for this quarter due to lower than expected enrolments on Mondays and Fridays: Jack High Long Day Care Centre - 85%, Carss Park Narani Child Care Centre - 97%, Ocean Street Kindergarten - 100%, South Hurstville Kindergarten - 100%, Penshurst Long Day</p>

			Care - 100% and Hurstville Early Learning Centre - 100%.
Number of community groups and organisations supported through community grants.	100% of eligible grant applications received to be assessed and processed. At least 25 community organisations to be funded through community grants programs.	95	65 organisations were supported through the Georges River Community Grants program and the Stronger Communities Fund Grants in quarter 1. No grants distributed in quarters 2 or 3. 95 organisations were supported through the ClubGRANTS program in quarter 4.
Amount of funding provided through community grants.	100% of allocated budget for community grants distributed and acquitted.	100%	100% allocated. To be distributed and acquitted. \$200,000 provided through community grants, and \$1,000,000 through the Stronger Communities Fund in quarter 1. No further allocations in quarters 2 or 3. \$1,078,660 allocated through the ClubGRANTS program in quarter 4.
Number of youth events hosted and sponsorships provided.	Six events per year. 80% of surveyed participants rate events as good or higher.	4	18 youth events hosted in 2016-2017. No sponsorships provided this quarter. Youth sponsorship program under

			review.
Meet customer satisfaction charter standards, including response time on answering phone, including % of calls answered within 20 seconds and % of calls abandoned.	80 % of calls during business and after hours answered within 20 seconds. 80% of calls are resolved at first point of contact. Call waiting time is below 60 seconds. Call abandonment rate is below 5%.	66% calls were answered within 20 seconds, 79% calls were resolved at first point of contact, average waiting time was 4:50 minutes, Call abandonment rate was 22%.	Call answering improved since Quarter 3 (52% vs 66% response rate) however overall customer service targets were not met due to a combination of factors including increased customer call volume, new customer service staff are still learning Council's processes and systems as a result of staff turnover within the team, and staff relocations between Kogarah and Hurstville.
Number of requests from police and CCTV footage provided within agreed times.	100% responses within 48 hour timeframe.	11	38 requests received from police for CCTV footage in 2016-2017. 100% of responses were provided within 48 hour timeframe.
Number of seniors programs and events including attendance.	Eight events per year. 80% of surveyed participants rate events as good or higher.	14 events 810 attendees	82 events held in 2016-2017 - 6,685 attendees.
Turnover of collections per capita.	Maintain above NSW State median for turnover of Library collection.	6.2	The turnover of stock figure has been obtained by dividing the total circulation by the total library lending stock to provide


			<p>indication of stock use. Georges River Libraries are performing well above the state median of 3.08.</p>
<p>Number of information requests and telephone inquiries</p>	<p>Maintain above NSW State median for turnover of Library collection.</p>	<p>30,149</p>	<p>Statistics collated using different methods within the combined library service. Hurstville and Penshurst record logged requests and Kogarah, South Hurstville and Oatley record daily requests using a manual tally sheet.</p>
<p>Number of customers using online self-services.</p>	<p>12,000 online transactions in 2016-2017.</p>	<p>3,637</p>	<p>3,637 online transactions comprising 2,468 rate payments online, 509 Section 149 planning certificates, 419 Section 603 Rating Certificates and 241 online service requests. Online Service requests have doubled compared to the same period the previous year.</p>
<p>Number of other events hosted (excluding youth and seniors) and sponsorships provided. Number of community development</p>	<p>20 events per year. 80% of surveyed participants rate events as good or higher.</p>	<p>4 events 380 in attendance</p>	<p>20 events hosted with 2,956 in attendance during 2016-2017.</p>





programs conducted including attendance.			
Number of exhibitions and new acquisitions at the Museum and Gallery and attendance.	20 exhibitions, 500 attendees, 25 new acquisitions	8 exhibitions; 45 attendees at exhibition openings; 0 new acquisitions.	24 exhibitions, 397 attendees at exhibition openings and 8 new acquisitions in 2016-2017.
Number of visitors to the Museum and Gallery. Number of regular, 'one off' or by request museum programs and attendance.	10,000 visitors; 20 special programs	4,495 visitors; 23 regular programs; 12 one off programs; 10 by request programs.	13,466 visitors and 113 programs with 5,226 attendees in 2016-2017. In quarter 4 there were 45 programs held with 1,635 attendees. This comprised 23 regular programs with 972 attendees, 12 one off programs with 312 attendees and 10 by request programs with 277 attendees.
Number of co-sponsorship events at Entertainment venues.	10 events	6	45 events held in 2016-2017 with 82,620 attendees.
80% of customers are satisfied with the service they received through the Customer Service Request Management System.	80%	66%	Each month Customer Service conducts a telephone survey of random sample customers that have lodged requests for service with Council and these requests have been marked





			internally as 'completed'. Customers are asked whether they were satisfied with their overall experience with Council and whether they received any 'call backs' if they originally requested it. This quarter saw a reduction in satisfaction rating compared to Quarter 2 and 3. The main reasons for the reduction in satisfaction levels were: service requests were completed however the work did not meet customers' expectations and customers did not receive their requested call back from Council.
Number of events held in Hurstville Entertainment Centre and attendances.	400	155 events; 28,335 attendees.	636 events with 156,016 attendees in 2016-2017.
Number of events produced or presented by Hurstville Entertainment Centre and attendance.	20 events 2000 attendees 25% return attendees (attended more than 1 event) 10% new audience	5	5 Hurstville Entertainment Centre (HEC)-produced events held with 3,650 attendees in quarter 3. 13 events held in 2016-2017 to date with 5,913 attendees. Original target of 20 programs originally included individual film programs,




			however these have been reported as one overall event. As such the target has been revised to ten events for the year.
Number of bookings made in community centres.	4000	1,298	4,530 bookings in 2016-2017. 1,298 bookings across Council's community centres in quarter 3. Hurstville Entertainment Centre function rooms closed to the public on 1 October 2016 so its bookings are no longer appearing in this data.




COMMUNITY AND CULTURE




Code	Action	Status	Progress	Annual Comment	Lights
3.01	Operate childcare services that deliver high quality education and care and meet the standards and requirements of the National Quality Framework.	Completed	100%	Council's Children's Services have continued to provide high quality service provision, which is in line with the National Quality Framework and Council's expectation. Council's ongoing evaluation process has ensured high standards are maintained or improved, where possible. Each service keeps a Quality Improvement Plan, which is updated and evaluated regularly.	






Code	Action	Status	Progress	Annual Comment	Lights
3.02	Facilitate the delivery of programs that meet the needs of families and children.	Completed	100%	Quality programs which are of interest to families were offered throughout the year. Programs included positive parenting, identifying developmental milestones, dental care for young children, vision and auditory screening facilities and school readiness information nights, transition to school night. Over this period families were also sent health fact sheet updates and current alerts sent out by the NSW Education Department, for example ensuring dwellings have all windows fitted with key locks; pool safety information and road safety fact sheets.	
3.03	Facilitate community 'Transition to School' Forum in partnership with local schools and childcare support agencies.	Completed	100%	A Transition to School Information Night was offered this year with relative community interest. This night was held at Kogarah Library. A review of feedback from families was undertaken and evaluated. Suggestions put forward, will be given substantial consideration in deciding the future direction of the Community Transition to School Forum.	
3.04	Facilitate information and referral to a range of services supporting families and children.	Completed	100%	This year, several families have taken the opportunity to examine speech pathology, audiology testing, dental care regimes and sight testing for their children. Information about local support services has been given. Families / children have been referred to specialist developmental paediatricians, behavioural specialists and occupational therapists. Feedback from specialist services has been actioned by including suggestions into the program.	
3.05	Develop and implement programs and initiatives in partnership with local agencies that contribute to community safety and crime prevention as identified through the Community Safety and Crime Prevention Plans.	Completed	100%	An annual program of community safety initiatives events included the Candlelight Vigil at Hogben Park; Memorial Square community consultations; Coffee with Cops; Public Space, Everyone's Space programs; Domestic Violence coffee cups program.	






Code	Action	Status	Progress	Annual Comment	Lights
3.06	Review CCTV Camera network annually to ensure it is meeting expectations.	Completed	100%	CCTV Operations Policy was endorsed by Council on 3 July 2017 and is now being implemented. Council has created and appointed a new position, Head of Security and Emergency within the Assets and Infrastructure directorate, who will be responsible for maintaining and reviewing the CCTV camera network.	
3.07	Develop and implement a calendar of programs and initiatives that assist young people.	Completed	100%	A calendar of programs and initiatives that assist young people was developed and implemented, including: National Youth Week; ScribbleInk Youth literature Awards; Digital Nutrition Seminar; Short Stuff Youth Film Festival; library movie nights; International Games Day; Public Space Protocols program; Council's High Schools Forum and school visits.	
3.08	Plan, coordinate and conduct projects in conjunction with the Youth Advisory Council (YAC).	Completed	100%	Staff planned, coordinated and conducted a range of projects in conjunction with the Youth Advisory Council, including: National Youth Week events; Georges River Live and Acoustic; Beats, Rhymes and Strokes hip hop event; Race around Georges River; Open Air Film Night; Basketball Tournament and Short Stuff Film Festival.	
3.09	Develop and implement a calendar of programs and initiatives that assist older people.	Completed	100%	Staff have developed and implemented a calendar of programs and initiatives to assist older people, including: an Aged Care Expo; Carers Week event; Seniors Assistance Program; "They are Different but Still Friends" book publication; information directory for Older Persons Mental Health; St George Hoarding & Squalor Coordinator grant application support; and the 2017 Positive Ageing Festival, as well as a regular ongoing program of events and activities within the Senior Citizens Centre.	





Code	Action	Status	Progress	Annual Comment	Lights
3.10	Plan, coordinate and conduct Seniors Week activities in conjunction with the Seniors Week Advisory Group.	Completed	100%	Council coordinated and ran the We Are Active Seniors Positive Ageing Festival from 3 to 31 March 2017 in conjunction with the Seniors Advisory Group. The program featured over 25 discrete programs run in partnership with local agencies. The festival advisory group consisted of user groups from Hurstville Seniors Centre and the Elder Olympics Committee. Over 3,000 seniors from the local government area participated in the wide range of Positive Ageing Festival events. Staff have commenced work with the Seniors Week Advisory Group to undertake preliminary planning of Seniors Festival activities for 2018.	
3.11	Develop and implement a Disability Inclusion Action Plan.	Completed	100%	Following extensive community consultation, Council launched its Disability Inclusion Action Plan on Wednesday 12 June. Staff have developed guidelines for the establishment of an Access Reference Group that will help guide the implementation of the Plan and the allocated funding.	
3.12	Mark national days and weeks of significance that celebrates strengths and raise awareness of the need of different groups in the community.	Completed	100%	Council marked a variety national days and weeks of significance that celebrate the strengths and raise awareness of the need of different groups in the community, including: NAIDOC Week; International Day of World Peace; International Day of People with a Disability; International Women's Day; Harmony Day and Refugee Week.	





Code	Action	Status	Progress	Annual Comment	Lights
3.13	Participate in a range of interagency groups that provide support to, and advocacy for the local community services sector.	Completed	100%	Community Development staff participate in a range of interagency groups that provide support to, and advocacy for the local community services sector, including: St George Youth Network; St George Child and Family Interagency; St George Domestic Violence Interagency; St George and Sutherland Housing Interagency; St George Multicultural Network; St George Community Drug Action Team; St George and Sutherland Mental Health Month Committee; Family and Community Services Targeted Early Intervention Program Working Group; Chinese Workers Network, Employment Training and English Learning Network, Multicultural Working Together Forum Reference Group, Spanish (SLASA) Hurstville Group, Resourceful Australian Indian Network; Nepalese Australian Association Network; St George Community Housing, Asian Women at Work, Refugee Support Group; St George Women's Interfaith Network; and the St George and Sutherland Disability Interagency.	
3.14	Review usage of community facilities.	Completed	100%	Utilisation of the Performance Venues has improved over the 2016-17 year compared to the previous year, with the Marana Auditorium steady at 68% (from 69% in 2015-16) and an increase in usage of the Civic Theatre at 33%, (up from 29%). No comparable statistics are available for the combined services of the community centres from the previous year across the 2 former Councils. A unified booking system will assist in the comparative analysis of the newly merged Council venues in 2017-18.	
3.15	Develop and maintain relationships with local service providers to support the delivery of services to meet the needs of the community.	Completed	100%	Community Development staff have developed and maintained relationships with local service providers to support the delivery of services to meet the needs of the community, including: South Eastern Sydney Local Area Health; employment agencies and migrant services; Navitas Hurstville; 3Bridges; Wesley Mission; Kingsgrove Community Aid Centre; Nova Employment; WALCA; Jubilee Community Services; Kogarah Community Services; Advance Diversity Services and Shopfront Arts Co-op.	



Code	Action	Status	Progress	Annual Comment	Lights
3.16	Develop and implement an annual program of arts and cultural projects and initiatives.	Completed	100%	Community Development staff have developed and implemented an annual program of arts and cultural projects and initiatives; including St George Arts and Culture Network Forum; public art and artist in residence programs; Discovery Festival of Community Arts; Georges River Art Prize; ANZAC and Lemnos Commemorative Statue and Plaque; Georges River and Bayside GRaB Arts Expo and Night Art Market, as well as the ongoing support of local arts and cultural groups.	
3.17	Develop and implement a range of strategies to meet the needs of our culturally and linguistically diverse (CALD) community.	Completed	100%	Community Development staff have developed and implemented a range of strategies and initiatives to meet the needs of our culturally and linguistically diverse (CALD) community, including: the updating of the Directory of English Classes; the annual Job Skills Day targeting new migrants and refugees; hosting the Accessing Aged Care Information Expo for the Chinese speaking community; Open Days for newly arrived migrants and refugees providing them with information on Council's role and services; and community consultation and information sessions with specific CALD communities.	
3.18	Provide access to demographic information and analysis of the Georges River community.	Completed	100%	Demographic information is available on Council's website through the Community Profile ID and Social Atlas ID. The information presented is derived from official sources of information (including the Australian Bureau of Statistics).	

Code	Action	Status	Progress	Annual Comment	Lights
3.19	Implement grant programs that facilitate community organisations providing programs that address needs and build capacity in a transparent, equitable and efficient manner, including administering the local Club Grants scheme.	Completed	100%	The 2016-2017 Georges River Community Grants Program provided a total of \$200,000 to 38 local community groups with grants of up to \$10,000 each. The Stronger Communities Fund provided \$1,000,000 to 27 local community groups with grants of up to \$50,000 each The 2017/18 Georges River Community Grants Program provided a total of \$200,000 to 34 local community groups with grants of up to \$10,000 each. A second round of community grants funding is scheduled to be implemented in 2017/18. The 2017 ClubGRANTS program provided a total of \$1,078,660 funding for 95 different projects to benefit the local community. Council provided administrative and secretariat support in the administration of these grants on behalf of the committee of participating local clubs from within the Local Government Area.	
3.20	Plan and develop an annual calendar of key events and programs across intergenerational target groups.	Completed	100%	Community Development staff have planned and developed an annual calendar of key events and programs across intergenerational target groups including: NAIDOC Week; Seniors Week; Youth Week; Mental Health Month Healthy Minds Expo; Anxiety Forum; Free Your Mind holistic health and wellbeing seminar; and National Domestic Violence Remembrance Day.	
3.21	Promote the Home Library Service.	In Progress - On Track	90%	Harmonisation of the Home Library Service has been completed with all customers now being serviced from the Hurstville Library.	
3.22	Develop and maintain collection profiling data to ensure collection is relevant for community needs and expectations.	Completed	100%	The Library has formalised the collection profiles across the Library service which will be applied to all future procurement of resources. The profiles will be reviewed regularly to ensure they remain relevant to our community needs and expectations.	
3.23	Promote and manage art spaces, cultural programs and community based events.	Completed	100%	The annual calendar of planned cultural and community based library programs and events were delivered across the libraries on time and within budget.	

Code	Action	Status	Progress	Annual Comment	Lights
3.24	Plan, develop and review on-line library services utilising new technologies.	Completed	100%	The planning, development and review of the libraries on-line resources has been completed. All on-line resources from the former Kogarah and Hurstville libraries have been harmonised ensuring access for all Georges River Library customers.	
3.25	Complete Hurstville Library Courtyard redesign into multipurpose meeting rooms and storage facilities.	Behind Schedule	95%	The review of the Hurstville Library Courtyard project recommended that this project no proceed due to the increased cost of the project. Funds were allocated to provide supplies to enable the storage of museum resources within the library storage area.	
3.26	Provide quarterly 'What's On' magazine to promote services, programs and events across Council's Library Museum and Gallery Services.	Completed	100%	The library promotes it's services, programs and events in Georges River Council's quarterly magazine 'Community' which has enabled a greater reach due to increased distribution.	
3.27	Develop and implement programs and initiatives that raise awareness of and promote Aboriginal cultures and heritage.	Completed	100%	The 2016 NAIDOC Week celebrations were held throughout July 2016, comprising four key events which included the opening ceremony/launch event in the Civic Theatre, Hurstville; performances by Aboriginal groups; a flag raising ceremony; a book launch and a culturally informative bush walk around Oatley Park. The 2017 Reconciliation Week event was held in June 2017 featuring speeches from local Aboriginal community members and a special address by The Hon Linda Burney MP, a didgeridoo performance and Aboriginal cultural performances by local school students. Final planning also continued for the 2017 NAIDOC Week celebrations to be held in the first week of July 2017.	
3.28	Review Library Management system.	Completed	100%	The amalgamation of the former Kogarah and Hurstville libraries meant that a new Integrated Library Management System was required to allow Georges River library customers access to collections across the library service. The tender process has been completed and work is under way to implement the new system by 5 December 2017.	

Code	Action	Status	Progress	Annual Comment	Lights
3.29	Implement Radio-Frequency Identification (RFID) technologies.	Behind Schedule	75%	The implementation of the Radio Frequency Identification (RFID) will commence once the new Integrated Library Management System has been implemented.	
3.30	Liaise with appropriate Aboriginal representatives on relevant issues.	Completed	100%	Community Development staff liaised and consulted with representatives from the Aboriginal Advisory Committee on culturally significant matters and emerging issues of relevance to Aboriginal people within the LGA throughout the year. Aboriginal Advisory Committee members were also actively engaged in the planning and delivery of Council's Reconciliation Week and NAIDOC Week programs and activities. Council staff attended Indigenous interagency meetings, conferences and community forums and engaged the services of the Metropolitan Local Aboriginal Land Council and other Indigenous services for advice and advocacy support.	
3.31	Enhance residents' understanding of Council's role within the Local Government Area (LGA) through the provision and distribution of information.	Completed	100%	208 Press releases and statements issued over the year ending 30 June 2017.	
3.32	Publish regular community newsletters, flyers and brochures.	Completed	100%	Council published 4 editions of Council's community newsletter publication this year which were delivered to over 43,000 households in the Georges River Local Area each quarter, as well as made available at Council's Service Centre, Libraries, Childcare Centres and community facilities. Council published 51 weekly advertisements in the St George Leader newspaper promoting weekly Council news and events. More than 500 promotional campaigns were completed for the year.	

Code	Action	Status	Progress	Annual Comment	Lights
3.33	Ensure the community is kept informed on local events, issues and planning through advertising and Council's website.	Completed	100%	Council launched an integrated, customer-focussed and responsive design website in March 2017 which includes quick list to popular pages, web feedback surveys and virtual tours of Council's venues for hire. For the year Council published 51 weekly advertisements in the St George Leader newspaper. All advertisements appeared within Council's allocated budget. Four community newsletters were published and distributed within the year to all households.	
3.34	Operate and maintain service centres and provide high quality customer services including timely and accurate responses.	Completed	100%	Council has made many changes and improvements while operating two service centres in 2016/17. In April 2017, the Kogarah Service Centre was relocated to Kogarah Library while the call centre has consolidated at Hurstville. Customers are able to access full Council services at both service centre locations. Cross training and harmonisation of Council processes and systems continues. Customers will benefit from refurbished Kogarah and Hurstville service centres which will include expanded public WiFi, self-service options and more meeting spaces at the Hurstville Service Centre. These projects are part of the \$1.5 million Customer Service Hubs projects funded by the NSW Government's Stronger Communities Fund.	
3.35	Improve customers' experiences with Council service by understanding and meeting customers' requirements, including expansion of self service options.	Completed	100%	Council seeks customer feedback across a range of service channels. Council's new consolidated website provides feedback options on each page by asking "Was this page helpful?". This feedback is used to regularly improve the information and presentation of the website. Council conducts monthly telephone satisfaction surveys for customers that lodge a request for service with Council for maintenance. A trial of satisfaction surveys for face to face customer service occurred in June 2017. The adoption of Council's Customer Service Strategy will provide a framework improve customer service delivery and enhance customer satisfaction.	
3.36	Provide and facilitate a diverse range of events that promote a vibrant and harmonious City.	Completed	100%	Council produced and delivered 49 events during 2016-2017. This includes citizenship ceremonies and community and cultural events in various locations within the local government area.	

Code	Action	Status	Progress	Annual Comment	Lights
3.37	Deliver citizenship ceremonies.	Completed	100%	During the 2016-2017 period, we held 5 citizenship ceremonies. Approximately 490 candidates became Australian citizens at these events.	
3.38	Promote affordability and access to programmed activities at Council supported or run events and locations.	Completed	100%	All of the 49 events that Council produced, delivered and supported during 2016-2017 were free for attendees except for the four, very affordable Music at Twilight concerts at \$20 per ticket.	

CORPORATE SERVICES AND SUPPORT







Measure	Target	Quarter 4 results/progress	Annual comment
Meet the employment and housing targets as identified in the Metro Strategy and District Plan.	Employment 7,600; Housing 4,800	Due to the complexities of collecting this data a comprehensive set of figures was unable to be reported in this quarter.	<p>During quarter 4 there were no Planning Proposals referred to Council for a resolution to refer to the Department of Planning & Environment for gazettal. A program is in place for Quarter 1 of 2017/18.</p> <p>There are a number of Planning Proposals under review that will provide employment and housing to go towards meeting the dwelling and employment targets identified in the Metro Strategy and District Plan.</p> <p>The Strategic Team is currently compiling housing and employment data for quarters 1 and 2.</p>
100% compliance with all statutory reporting requirements and taxation obligations.	100%	100%	Council continues to ensure that all statutory financial returns (Good & Service Tax (GST) Return, Planning Reform Fees, Long-Service Levy and Fringe Benefit Tax (FBT) are lodged/submitted in a timely manner. All the returns have a regular lodgement timeframe and Council met all the due dates. Council also complied with all its








			tax obligations.
Investment portfolio returns exceeding industry benchmark – past 12 months.	5% above industry benchmark	1.59%	Council's draft financial year return at 30 June was 3.41%, 1.59% above the annual benchmark.
Percentage (%) of Outstanding Rates, Annual Charges, Interest and Extra Charges Outstanding less than 5%.	less than 5%	<5%	Outstanding Rates and charges for Hurstville were 3.17% and Kogarah 3.28%. Both of these are well below the benchmark.
Balanced Operating Result (Income and Expenditure Statement).			The draft Net Operating Result from all continuing operations for the financial year ending 30 June 2017 was \$25,963,616.
Net Operating Result before Capital Grants and Contributions provided for Capital Purposes being in surplus for three successive years.		1 year surplus	The Net operating result before Capital Grants and Contributions was \$20,624,072. As GRC has only been in existence since May 2016. This is only a single year measure.
Debt Service Ratio of greater than 0% and less than or equal to 20%.	Greater than 0% and less than or equal to 20%.	.01%	Council's loan liability as at 30 June 2017 was \$2,625,000, which is the balance owing on a \$5.0M, 10 year loan drawn down on 16 November 2012 for the Jubilee Park upgrade.








Formal GIPA requests determined within statutory timeframes.	100%	100%	All GIPA requests were determined during their timeframes and extended when required by agreement.
100% compliance with all legislative and statutory reporting requirements	100%	100%	100% of GIPA (public access to government information), PID (pecuniary interest disclosures), PIPPA (privacy and personal information), Office of Local Government and Department of Premier and Cabinet reporting have been completed by the required deadlines.
Annual staff retention rate.	5%	4.33%	Council experienced 4.33% attrition in the fourth quarter. Annual percentage - 20.22%
Number of traineeships offered.	10	20	There were changes throughout the FY 16/17 eg. some of the below finished during the period and were not replaced so this is not an accurate picture of current trainee/apprentice positions but ones that were filled at some stage during last financial year.
Number of work experience places offered.	20	17	The Library Branches have Duke Of Edinburgh total 17 students Oatley Library – 7 students Penshurst Library - 4 students




			South Hurstville Library – 6 students
Number of website hits by service type, such as Building and Development, Council homepage and affiliated websites, and so on.	50,000	128340	A detailed breakdown of the most web hits by service type for the Georges River Council website during quarter 4 is as follows: Community – 19,060, Development – 81,074, Services – 50,978, Council – 57,514, Environment – 6,008. As such, the detailed breakdown for the most web hits by service type for the new Georges River Council website was: Events/What’s On – 7,327, Planning Controls – 43,084, Development Applications – 27,969, Parks and Recreation – 1,087, Public Notices and Exhibitions 3,534. Since the launch of Council's new website on 16 March 2017, Council has received more than 300 website page feedback forms.





CORPORATE SERVICES AND SUPPORT

Code	Action	Status	Progress	Annual Comment	Lights
4.01	Provide transparent and accountable financial information required by the Local Government Act (LGA) 1993, Local Government (General) Reg. 2005, Code of Accounting Practice and the Australian Accounting Standards.	Completed	100%	The Finance team have developed monthly and quarterly reports that are available "live" for all managers to access. The full budget for 17/18 has been prepared and exhibited in June 2017.	
4.02	Ensure that Council meets its fiduciary responsibilities in the use of public funds in relation to Council investments.	Completed	100%	Council's investments throughout the year have exceeded benchmarks.	
4.03	Ensure that all statutory financial returns and Council's taxation obligations are completed and lodged by due dates.	Completed	100%	All returns have been lodged throughout the year on time.	
4.04	Complete all statutory requirements in relation to the collection of Council's property rates income, and ensure the maintenance of Council's property rates database and the collection of property rating income.	Completed	100%	All annual requirements have been met.	
4.05	Complete all statutory and legislative requirements in relation to open, transparent and accountable governance required by LGA, LG General Reg., GIPA, PID, PIPPA and various other Acts and Regulations.	Completed	100%	Year to date a total of 52 formal GIPAs were received. No PIDs were received in this reporting year.	
4.06	Ensure good governance and administrative support for the Council and the organisation, including transparency and accountability in the management of tenders and contracts and undertaking Promoting Better Practice audits.	Completed	100%	A budget has been established to engage consultants to address procurement issues on a corporate scale and now that the procurement function has become centralised into the Governance area.	

Code	Action	Status	Progress	Annual Comment	Lights
4.07	Review, refine and standardise all current policies to effectively support and protect the organisation.	Completed	100%	The Policy Review Program which was commenced in 2016/17 will continue to be a major focus of the Governance and Risk Management Unit and will form part of the Governance Framework.	
4.08	Review and maintain Council's legal documents register, contracts register, lease and licences register, Disclosures register, Pecuniary Interest Disclosures register in accordance with legislative requirements.	Completed	100%	Council will continue to update and maintain registers to be available publicly.	
4.09	Ensure all requirements of the Integrated Planning Framework legislation is complied with including coordination and progress reports of Delivery Program and Operational Plan.	Completed	100%	The 2017-2018 Operational Plan was adopted by Council on 29 June 2017. Mid-year progress report on 2016-2017 Operational Plan was approved by Council on 6 March 2017. The quarter 4 and full year report on 2016-2017 Operational Plan is on track to go to Council for approval in September 2017.	
4.10	Manage Council's civil risk and liability exposure.	Completed	100%	Risk Management Workshops undertaken with business owners to develop operational Risk Registers. An independent review will be undertaken of Council's insurance arrangements with a view to develop a scope to go to the market.	
4.11	Promote local government careers through work placements and traineeships in partnership with schools and higher education institutions.	Completed	100%	Council continues to support the local community by providing a variety work experience and employment programs.	
4.12	Provide a Human Resources (HR) management service that responds to contemporary and emerging people and workplace issues through strategy and policy development.	Completed	100%	Council is continuing the program to harmonise and implement leading practice human resources policies.	
4.13	Attract, retain and develop a capable workforce that delivers positive outcomes for Council.	Completed	100%	During a period of significant transition Council delivered a variety of learning and development programs to motivate our staff and strengthen Council's capability.	

Code	Action	Status	Progress	Annual Comment	Lights
4.14	Provide a workplace that ensures the health, safety and wellbeing of all employees is a key priority.	Completed	100%	Continued development of Council's online safety management system and IT software.	
4.15	Support the organisation to meet statutory and regulatory requirements for employee relations, Equal Employment Opportunity (EEO) and Work Health and Safety (WHS) standards.	Completed	100%	During the 2016-17 period Council has harmonised and implemented statutory and regulatory policies to support Council's commitment to fair and transparent workplace practices and relations	
4.16	Undertake processes and deliver solutions to satisfy the Standards of the State Records Act 1998 and Council's Corporate Records Policy.	Behind Schedule	95%	Records policy and systems are now harmonised. Induction and improving our training for staff on Records Management will be a key focus for 2017/2018	
4.17	Review Council's property portfolio and maintain property registers (land, lease and licences) in accordance with legislative requirements.	Completed	100%	Project is completed and register is active.	
4.18	Review and improve Council's leasing and licensing arrangements.	In Progress - On Track	90%	A review of all Council properties - Commercial and Community has revealed a diverse range of leasing and management. The review continues and in particular community leases are under scrutiny with regard to the Council's Community Leasing Policy.	
4.19	Manage Council's statutory property dealings, including easement acquisitions and grants, formal road closures, compulsory land acquisitions, strategic or investment property acquisition and real property sales.	In Progress - On Track	75%	The expansion of the operation of the property and facilities portfolio moving forward will include this function.	
4.20	Progress the planning proposal for the reclassification and rezoning of 35 River Road, Oatley (former Oatley Bowling Club site) to allow its use for an aged care facility.	In Progress - On Track	90%	The planning proposal was finalised and on a pathway through the approval process.	

Code	Action	Status	Progress	Annual Comment	Lights
4.21	Proceed with the development of Hurstville Central Plaza for community open space.	In Progress - On Track	80%	Georges River Council continues to work towards the development of Central Plaza for open space. In 2016-2017 Council approved the Plan of Management for the site, commenced the demolition of 296 Forest Road, Hurstville and gained approval for the construction of Central Plaza.	
4.22	Progress the master plan and planning proposal for the redevelopment of Hurstville Civic Precinct comprising civic and community facilities, public open space, residential and commercial use.	In Progress - On Track	85%	The project is on course for delivering an outcome with extension of time given by Gateway to 8 March 2018.	
4.23	Comply with information, communication and technology (ICT) legal obligations.	Completed	100%	The ICT strategic plan established to support the amalgamation process has 120 projects that need to be delivered over a 24 month timeframe. Over the last 12 months 50 projects have been implemented. Highlights include 1. The establishment of one technical environment to support Councils operations - 10 of the planned 37 projects have been completed 2. Established Council's website and consolidation of several digital services - 9 of the planned 14 projects have been completed. 3. Established One Council Intranet for Council staff. 4. Consolidated and harmonise Council's GIS (Mapping) services - 12 of the planned 17 projects have been completed. 5. Consolidation of Council's Records Management framework and services - 5 of the planned 11 projects have been completed. 6. Consolidation of Line Manager Applications across Council with 10 of the 37 planned projects completed. 7. Established the Governance framework for Information Management and Technology - 4 of the 8 planned projects have been completed.	

Code	Action	Status	Progress	Annual Comment	Lights
4.24	Maintain and develop the city's aerial mapping and spatial data systems for internal and external customers.	Completed	100%	Neighbourhood maps are now available through Council's website These maps help the community locate essential council services such as Service Centres, libraries, parks, dog off leash areas, and child care centres. Residents can also identify the planning controls which affect their property. Council has also finalised implementation of Dial Before You Dig services for the whole of the new local government area. This is an online digital referral service for information on locating underground utilities.	
4.25	Investigate opportunities for the implementation of e-planning and new technologies to improve service delivery to the community.	In Progress - On Track	70%	As of 1 July 2017, the development application process is operating in the one computer system which allows for the electronic lodgement, referrals, and determinations. Staff will soon be trained in electronic assessment of the applications to enable a fully-electronic assessment process for development applications. All notification plans are provided electronically on Council's website for both former Councils. Investigations are under way into improving electronic devices for onsite inspections and meetings, making it much easier and quicker. Also, construction certificates and complying development certificates can start to move more electronic.	
4.26	Ensure and maintain a high level of data integrity with respect to Council's mapping information relevant to s149 Certificates.	Completed	100%	Council is committed to data integrity and has invested in systems which enable nightly data integrity checking.	
4.27	Co-ordinate and maintain a user-friendly website and social media platforms.	Completed	100%	Council launched its new website and social media platform this quarter providing customers with a new harmonised website presence.	

TRANSFORMATION AND CHANGE


Measure	Target	Quarter 4 results/progress	Annual comment
Percentage of projects delivered over total number of projects planned.	95% of projects.	67%	The Implementation Plan had 74 Milestones due in the fourth quarter and an additional 91 outstanding issues from quarter three, of which 108 (65%) have been completed and 57 (35%) are in progress. For the entire year a total of 261 milestones were due of which 67% have been completed and 33% are in progress. The Directorate also picked up an additional 84 milestones from new projects not reflected in the original Implementation Plan. Of these, 100% were completed within allocated timeframes.
Compliance with the Department of Premier and Cabinet (DPC) merger implementation timeframes: % and number of projects delivered on time.	90% of Department Premier and Cabinet Implementation timeframes met.	98%	Department of Premier and Cabinet (DPC) Milestones and Actions cover the period from proclamation until October 2017. Of the items due until end of June 2017, Council has completed 38 of 39 Milestones (97%) and 148



			of 149 actions (99%). Both outstanding items (Privacy Management Plan and Statement of Vision and Priorities) are in progress.
Number of GRC amalgamation initiatives adopted by other Council and State Government agencies.	1 per quarter.	9	Georges River Council has partnered with other Council and State Government agencies throughout the year to support other Councils undergoing amalgamation. In the last quarter, Council staff presented at a Department of Premier and Cabinet forum for Planning professionals, developed a partnership with local businesses, the Greater Sydney Commission and the Department of Planning and Environment to develop a Beverly Hills Masterplan, and supported a regional Council with their restructure.
Percent of Policies harmonised and adopted.	100% of policies scheduled for completion that quarter should be finalised.	100%	Policy development has continued with using the new Georges River Council Policy template and associated guidelines formulated by the Policies Working Group. In the

			fourth quarter a large number of policies have been adopted including Graffiti Removal and Posters Policy, Historical Markers Policy, Sister City Policy, Public Interest Disclosures Policy, Workplace Surveillance Policy, CCTV Operations Policy and the Fraud and Corruption Prevention Policy.
Staff engagement in the Transformation and Change agenda: Number of staff participating in working groups and other mechanisms.	25% of organisation.	+90%	Transformation and change ran a total of 76 working groups throughout the year that operated to support stakeholder engagement on various topics. 5 working groups are still current on topics such as Alcohol Free Zones, Historical markers and Property and rating system integration. Staff culture and climate surveys, team building events such as our first birthday celebrations and dedicated change resilience training have been implemented throughout the year. In the last quarter we have undertaken topic specific surveys on Council, Corporate Values, role clarity and facilitated



			engagements in regulation and enforcement, Engineering and events areas.
Service delivery review program developed and commenced.	100% of planned programs on track.	100%	Organisational services (55) have been defined and workbooks developed. Service Delivery review training provided for identified staff. Priority services have been identified and review scoping documents created. Procurement for external reviews completed.


Service continuity with smart improvements

Code	Action	Status	Progress	Annual Comment	Lights
5.1.1	Develop a Transformation and Change Implementation Plan for the effective integration of Georges River Council which identifies local benefits and actions to achieve these benefits.	Completed	100%	Transformation and Change Implementation Plan was completed and adopted in November 2016. Since then progress on individual projects has been monitored internally and reported to Council each 6 months.	



Code	Action	Status	Progress	Annual Comment	Lights
5.1.2	Review and prioritise services for transformation and change which will maximise benefits to the Georges River Community.	Completed	100%	This project is divided into three phases over 2 years. The first phase involves the completion of workbooks to enable the development of service statements which will be used to 1. provide information to incoming councillors, 2. provide a basis for business unit strategic planning and 3. identify early smart improvements and a prioritised review plan. Project is on track to deliver phase 1 in October 2017 and all tasks for this year have been completed.	
5.1.3	Deliver the Transformation and Change Implementation Plan while monitoring and reporting progress.	Completed	100%	Department of Premier and Cabinet (DPC) Milestones and Actions cover the period from proclamation until October 2017. Of the items due until end of June 2017, Council has completed 38 of 39 Milestones (97%) and 148 of 149 actions (99%). Both outstanding items (Privacy Management Plan and Statement of Vision and Priorities) are near completion. Council is considered by both DPC and the Office of Local Government to have made outstanding progress in its merger activities.	

Robust governance that delivers confidence to communities



Code	Action	Status	Progress	Annual Comment	Lights
5.2.1	Develop a risk management plan within the Transformation and Change Implementation Plan.	Completed	100%	The Transformation and Change Risk Management Plan is updated weekly with any identified control actions implemented. The program did not face any major internal or external risk event during the year and individual project risks were responded to as required.	
5.2.2	Harmonise delegations and seek approval to implement delegations.	In Progress - On Track	90%	All delegations of the former Councils were reviewed and interim delegations adopted within weeks of amalgamation. Since then, a thorough investigation in best practice delegations has been completed and new software purchased and implemented. A delegation framework has been established that meets operational and accountability requirements with delegations progressively being rolled out across the organisation with a focus on higher risk areas (such as financial delegations) first. Three levels of the organisation have been completed and various specialist delegations have been implemented. It is expected that this project will be completed in the first quarter of 2017/18.	

Code	Action	Status	Progress	Annual Comment	Lights
5.2.3	Roll-out due diligence activities across Georges River Council and report on results.	Completed	100%	Thorough due diligence activities were completed in quarter 1 and these have been used to inform project planning and delivery throughout the year. Information from these activities also informed the development of the Enterprise Risk Management Strategy and Policy amongst others. Feedback from staff consultation undertaken during due diligence has supported organisational capability and culture projects that have assisted the organisation in meeting the challenges of merging and building a sustainable organisation.	


Easy to do business with, in person and online





Code	Action	Status	Progress	Annual Comment	Lights
5.3.1	Implement on-line services via the Georges River Council website with the view to have an integrated website by March 2017.	Completed	100%	Georges River Council has launched its new website providing customers with a new harmonised website presence.	
5.3.2	Prioritise the integration of customer-focused services.	Completed	100%	Customer Service Strategy has created the foundation for a strong organisational response to improving customer service across all departments. As a first priority, the enhancement of the full range of customer service access points including a full service centre at Kogarah library has been completed. Complaints Management has been enhanced through a new framework and staff training assessment. Direct service provision has been enhanced in multiple areas including libraries, children's services and regulatory functions through improved systems, policies, integration of functions and reduced duplication and red-tape. A new website and social media platforms with increased functionality have enabled greater online service delivery and efficiencies for customers.	

Engaged staff who understand their roles and how they contribute to the new council



Code	Action	Status	Progress	Annual Comment	Lights
5.4.1	Develop and deliver a staff engagement strategy in line with the Transformation and Change Implementation Plan.	Completed	100%	Throughout the year staff have been engaged at every program milestone including organisational structure design and implementation, definition of values and mission, function specific working groups, and celebrations of success such as first birthday. Staff Pulse survey was undertaken to determine connection and climate and resulted in a range of improvements to the employee experience. Internal communications have been established and enhanced including weekly transformation updates, a staff newsletter and an expanded intranet. Co-locations of administration centres was informed by staff engagement and has resulted in integrated teams operating to a higher capacity.	
5.4.2	Provide weekly communications from the Interim General Manager to staff.	Completed	100%	Transformation and Change updates have been consistently provided on a weekly basis as part of the General Managers update. Additional newsbriefs are released on specific high profile topics or those with organisation-wide impacts. Direct stakeholder communications are provided for specific projects to affected staff. Communications are clearly aligned with engagement activities such as working groups, focus groups and facilitated sessions to support detailed understanding of issues and topics to enable full participation. Staff are invited to participate in events to celebrate successes including depot barbeques, staff morning teas and sport and outdoor activities.	

Involved communities who have their say


Code	Action	Status	Progress	Annual Comment	Lights
5.5.2	Administrator writes to key community groups, partners and stakeholders to build trust in Georges River Council.	Completed	100%	Administrator has engaged with community members, organisations and stakeholders throughout the year through written communication, Council meetings and Meet the Administrator sessions held across the local government area.	






Code	Action	Status	Progress	Annual Comment	Lights
5.5.3	Enhance online community participation.	Completed	100%	Council launched the new Georges River Council website in March 2017 with a responsive design and customer focus. Via the website Council has launched a series of online surveys to help inform Council decisions regarding programs and services such as the Summer Events Survey, Household Clean up and Youth Consultation Survey. Council's Facebook page grew from 345 to 1,440. Council's Twitter page has grown incrementally to 177 followers over the year.	
5.5.4	Establish the Georges River Council Local Representation Committee to meet monthly.	Completed	100%	The Georges River Council Implementation Advisory Committee met on six occasions between June 2016 and the end of June 2017. The Committee reviewed and provided advice on the development of key Council policies and guidance on major projects.	
5.51	Develop a community engagement strategy that enables community participation and promotes communication with residents and businesses to support the Transformation and Change Implementation Plan.	Completed	100%	Training for Georges River Council staff in the Community Engagement Policy, Community Engagement Strategy and Community Strategic Plan Engagement Strategy are planned for rollout in August 2017.	
5.511	Develop and adopt the Draft Transformation and Change Implementation Plan for the effective integration of Georges River Council which identifies local benefits and actions needed to achieve these benefits.	Completed	100%	The Transformation and Change Implementation Plan has been an evolving document designed to meet the legal and due diligence requirements of an amalgamating Council and also respond to emerging organisational priorities as they arise. A formal review of the plan has revealed that many milestones have been achieved and new projects added to ensure ongoing relevance to Georges River Council in meeting the needs of our local community.	


Communities can readily identify with their new Council

Code	Action	Status	Progress	Annual Comment	Lights
5.6.1	Create and deliver a strong brand for Georges River Council.	Completed	100%	Council used in-house expertise to create and deliver the official Georges River Council brand - 'the Dragon', including consulting with the community for their vote and feedback on logo options. The new branding has been implemented across Council's website, social media platforms, document templates, Council's vehicle fleet and staff uniforms. High priority areas have been identified for signage improvements and rebranding across the Georges River local government area as part of Council's Phase One Logo Implementation Plan to be completed by end December 2017.	
5.6.2	Audit and prioritise the updating of the brand across the LGA.	Completed	100%	Council engaged the community via face to face and online channels in February 2017 on the selection of the Georges River Council's new logo. "The dragon" visual identity was adopted at the Council meeting in April 2017 as Council's new corporate identity. Since then, Council has drafted a phased implementation plan to roll out the logo across the Local Government Area (buildings, parks, streets and sporting venues) and completed a signage audit of gateway signs. The Phase One of the Logo Implementation Plan will be presented for adoption at the Council meeting on August 2017.	



A shared vision and direction for the whole community

Code	Action	Status	Progress	Annual Comment	Lights
5.7.1	New Executive team structure adopted.	Completed	100%	Post-amalgamation a new Executive Team structure that meets the needs of a larger organisation was defined and recruited. The Executive has forged strong working relationships and achieved many successes that benefit the entire organisation and the community. The Executive has supported a complete organisational structure and implementation that will meet the long term needs of the Georges River Community by providing a strong and stable workforce.	




Code	Action	Status	Progress	Annual Comment	Lights
5.7.2	Adopt the 2016-2017 Operational Plan and budget by 1 August 2016.	Completed	100%	The 2016-2017 Operational Plan was based on the priorities highlighted by community consultation in each of the former Councils. Implementation of the Plan resulted in service enhancements across the new Local Government Area as innovative services were rolled out. Throughout the year, continued consultation has supported the development of a new Operational Plan and Budget that established Georges River as a sustainable and successful council.	
5.7.3	Adopt an organisational structure that supports the objectives of Georges River Council and the delivery of identified benefits.	Completed	100%	The new organisational structure was adopted on 1st February 2017 and has been implemented through lateral and contestable transfers and recruitment consistent with Section 354D of the Local Government Act.	
5.7.4	In partnership with the community develop a vision statement for Georges River Council.	Completed	100%	To date, Council has received more than 450 responses to the community strategic plan survey. Information provided from these surveys will be further developed into a community vision statement for Georges River at community workshops and forums held from August 2017.	
5.7.5	Develop priorities for Georges River Council taking into consideration 'place making' principles.	Behind Schedule	10%	Whilst place making principles have been included in the Council's new documents under preparation, work still needs to be done on training staff in place making principles and economic development and community development.	
5.7.6	Adopt a fully integrated 2017-2018 operational plan and budget by 1 July 2017.	Completed	100%	The 2017-2018 Georges River Council Operational Plan and Budget outlines the key priorities for Council over the next 12 months. In particular, it looks at continuing to build on the achievements Council has made in the previous year and provides a truly united view of how the organisation will help deliver for the community over the coming year. The Operational Plan and Budget were adopted by Council on 29 June 2017.	


Code	Action	Status	Progress	Annual Comment	Lights
5.7.7	Prepare a draft community strategic plan for consideration of the new Council, following elections in September 2017.	In Progress - On Track	50%	Over 400 members of the community have completed a short Community Strategic Plan (CSP) survey designed to capture community priorities in the lead up to the creation of a draft Community Strategic Plan. The Community Strategic Plan Engagement Strategy was adopted by Council on 5 June 2017. Delays in the appointment of a suitably qualified Community Engagement Officer has resulted in the reprioritization of milestones for the development of the CSP. Additional community engagement activities including development of a phone survey, pop up sessions and focus groups are scheduled to commence in July following the appointment of an experienced community engagement company.	

Rates maintained within existing pathways and resources used wisely to serve the entire LGA




Code	Action	Status	Progress	Annual Comment	Lights
5.8.1	Maintain current rating structures for 2016-2017 and await further advice from the NSW Government for the application of the four-year rate path freeze for new councils.	Completed	100%	Current Rate Path has been maintained across the year.	
5.8.2	Review services and facilities across Council functions in order to make recommendations that improve efficiency and increase capacity.	Completed	100%	Integration and harmonisation of most services across Council has been completed with a focus on customer facing services. Service definitions have been finalised and initial audits undertaken. Service Statements will be provided to the incoming Council to enable prioritisation of services for comprehensive review. Initial reviews of selected services have commenced with the procurement of independent, external experts in key services. Efficiency and capacity gains have resulted in key areas including Library, Children's Services, Customer Services, Regulation and Enforcement and many Engineering teams.	



Expected benefits which are clear, measureable and on target

Code	Action	Status	Progress	Annual Comment	Lights
5.9.1	Clearly identify and articulate the benefits of the merged Council, incorporate these into the Transformation and Change Implementation Plan and communicate these benefits to residents and businesses.	Completed	100%	To date the merger benefits media strategy has developed more than 35 media releases that highlight the tangible community benefits that have arisen from the amalgamation of former Kogarah and Hurstville Councils. In addition, Council issued a special first birthday edition of Community newsletter to residents which detailed merger benefits and achievements.	
5.9.2	Engage the community in the benefit analysis via identified communication channels and through the Local Representation Committee.	Completed	100%	The Stronger Communities Fund was established by the NSW Government to provide merged councils with funding for the delivery of projects that improve community infrastructure and services. Regular consultation with the Stronger Communities Fund Panel and the Implementation Advisory Committee has helped Council determine the best levels of funding and completion time frames needed for the \$9 million Stronger Communities Fund Project - Major Projects Program and \$1 million Community Grants Program. Updates to the community on benefits of the Programs have occurred through reports to Council and Council's official communication channels including Council's weekly Leader advertisement, Council's website as well as Council's quarterly newsletter publication.	
5.9.3	Seek funding through Stronger Communities Fund to realise identified benefits.	Completed	100%	Council sought a total amount of \$10 million funding through the NSW Government's Stronger Communities Fund to realise the following identified benefits: a) Community Grants Program – allocation of \$1 million in grants of up to \$50,000 to community organisations for projects that build vibrant local communities b) Major Project Program – allocation of \$9 million to larger scale priority infrastructure and services that deliver long term economic and social benefits to communities.	

Code	Action	Status	Progress	Annual Comment	Lights
5.9.4	Regularly communicate progress to the community in the delivery of the Transformation and Change Implementation Plan.	Completed	100%	For the year, 208 press releases and statements were issued which reflected key Council projects and initiatives, events and progress as a result of the merger. These key messages were also communicated to the community via Council's community newsletter, social media and website.	

A newly elected Council working for the whole community

Code	Action	Status	Progress	Annual Comment	Lights
5.10.1	In preparation for the first Local Government elections for Georges River Council, widely communicate the process to nominate as candidates.	Completed	100%	Communication process to the community via media release and detailed website information. Dedicated Candidate Information page on the Council Elections section of website, detailing process and timelines and providing links to the specific information from NSW Electoral Commission via their preferred Vote NSW website site. This information was also provided in the press release.	
5.10.2	Promote the date of the Local Government election and voting locations prior to September 2017. 1/09/2017	In Progress - On Track	85%	The Local Government elections have been widely promoted by Council, as documented in previous quarters. A further media release and promotion via website, social media and newsprint is scheduled in August. Polling and pre-polling location information has been released by the electoral commission and Council has now placed this information on our website. This information will be referred to in upcoming press release on the elections.	
5.10.3	Support pre-election information sessions for potential candidates round by the OLG and LGNSW.	In Progress - On Track	85%	Council has provided extensive and updated information to the community regarding nomination process and has widely promoted Candidate Information session which is scheduled for Monday 14 August 2017. Registrations are currently being taken by interested parties to attend the event.	

Code	Action	Status	Progress	Annual Comment	Lights
5.10.4	Document Georges River Council's aspirations and challenges with a demographic analysis to ensure that new councillors are able to make informed decisions that are in the best interests of the community.	In Progress - On Track	50%	Community aspirations and challenges are in development as part of the creation of a draft Community Strategic Plan. Demographic analysis will commence with the upcoming release of the 2016 Census details. The Council's aspirations and challenges for 2017-2018 are outlined in the Operational Plan's Actions and Key Performance Indicators (KPIs). The Head of Executive Services commenced working in June 2017 and has begun development of the Councillor induction program which will include a demographic analysis of the community and information on known community aspirations and challenges.	
5.10.5	Develop and deliver a thorough Councillor induction program for September 2017.	In Progress - On Track	55%	The Induction program now has a dedicated role to drive the process, and although the time frame is very tight, the Executive Services team, in consultation with the GM, Directors and EA to the Administrator, are confident that they will have a full program, booklet and checklist complete by declaration of vote.	
5.10.6	Establish an ongoing professional development and support program from Councillors throughout their elected term.	In Progress - On Track	60%	Development of an ongoing professional development program, beyond the Induction Process, is currently being developed and a proposal will be prepared for ET before the on boarding takes place, and approved proposal will be submitted to the newly elected Council in October. This proposal will include opportunities which can be funded from the allocated budget, but will also provide information to other sources which may be privately resourced by individual Councillors.	